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Item 3 of the provisional agenda*

FOR INFORMATION

REPORT OF THE EXECUTIVE DIRECTOR

SUMMARY

Part I of the present report summarizes the issues to which the Executive Director wishes to direct the special attention of members of the Executive Board. For the present session of the Executive Board, those issues are: (a) UNICEF goals and objectives for the mid-decade and beyond; (b) the effort to improve the management of the organization; (c) the mission statement; (d) the challenge raised by the World Summit for Social Development; (e) the ongoing priority for Africa; (f) the country strategy note; (g) UNICEF income; and (h) the fiftieth anniversaries of the United Nations and UNICEF.

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*E/ICEF/1995/13.

I. GOALS AND OBJECTIVES FOR THE MID-DECADE AND BEYOND

1. If there is any single message that should come from the 1995 annual session of the UNICEF Executive Board to the organization and its partners and allies, the UNICEF secretariat suggests that it should be a call to maintain the momentum for children that has been built up over the years during which the late James P. Grant was Executive Director. Whatever changes may occur in UNICEF leadership and management during 1995 and 1996, its goals and objectives and the broad outline of its global strategy have been set for the remainder of the decade by the Executive Board, by the World Summit for Children and by the imperatives of the Convention on the Rights of the Child. The International Conference on Population and Development (ICPD) and now the World Summit for Social Development (WSSD) have reiterated the commitment of the international community to these goals. The Fourth World Conference on Women, scheduled to be held in Beijing, China, in September 1995, can be expected to take these commitments a stage further, with a heightened emphasis on the need for gender equity and equality and for special attention to the girl child. These are the coordinates that will keep UNICEF on course through the year 2000 and beyond.

2. More immediately, the organization's top priority through the end of 1995 is to help as many countries as possible achieve as many of the mid-decade goals as they can. At the present session, the Executive Board has before it the progress report on follow-up to the World Summit for Children (E/ICEF/1995/15), which summarizes the situation as of the beginning of 1995. That document also contains a recommendation concerning the mid-decade review of progress towards the goals of the World Summit for Children. A great deal remains to be done, but there is much to give encouragement. The momentum must not be allowed to slacken.

II. STRENGTHENING MANAGEMENT IN UNICEF

3. The second most important priority for UNICEF in 1995 is to strengthen greatly its internal management. As stated in its initial response to the recommendations of the management review presented to the Executive Board at its second regular session of 1995 (E/ICEF/1995/AB/L.4), the UNICEF secretariat already has already found the study to be an important catalyst for change in many areas. UNICEF is committed to carrying out the changes that will be required, after due study and consultation, and with Executive Board approval, as necessary. The secretariat also is committed to pursuing the full and active involvement of UNICEF staff members and National Committees for UNICEF in this process. With the guiding support of the Executive Board, as provided in its decision 1995/12 adopted at the second regular session of 1995 (E/ICEF/1995/9 (Part II)), the UNICEF secretariat looks forward to moving ahead clearly and steadily step by step to strengthen UNICEF management in a number of basic areas.

III. A REVIEW OF THE UNICEF MISSION

4. One of the recommendations of the management study is the call for UNICEF to clarify its overall mission and to prepare a formal mission statement. Both the Executive Board, in its decision 1995/7 (E/ICEF/1995/9 (Part I)), and the UNICEF secretariat have accepted this call. The UNICEF secretariat has already begun the process with a review of all statements by the General Assembly, the Economic and Social Council and the Executive Board that touch upon the UNICEF mandate. While the secretariat understands a mission statement to be somewhat different from one of mandate, the former clearly must be based on the latter. The secretariat looks forward to the Executive Board's consideration of the question of the UNICEF mission, including emergencies, at the present session, as decided at its second regular session of 1995 (decision 1995/12, (E/ICEF/1995/9 (Part II)). The deliberations of the Executive Board will help to guide the work of the UNICEF secretariat in preparing a mission statement for the consideration of the Executive Board at its third regular session of 1995,

as outlined in the work plan for strengthening management in UNICEF (E/ICEF/1995/AB/L.4).

5. A mission statement, in the view of the UNICEF secretariat, is a relatively concise expression, in clear, non-technical language, of what the organization is, what it seeks to achieve, how and why. A mission statement expresses an organization's collective values. It should clarify the purpose of UNICEF for persons outside the organization and also provide the basis for a more unified sense of purpose among UNICEF staff, wherever they be and at whatever level they work. Subsidiary mission statements may be prepared for different aspects of UNICEF work, as indeed the Board has requested in the case of emergency operations, but these must be prepared in close harmony and full compatibility with the organization's overall mission statement.

6. The UNICEF secretariat envisions the widest possible participation of staff and National Committees for UNICEF in the preparation of a UNICEF mission statement. The new Executive Director also should be fully in accord with the outcome. For this reason, it will take some time to reach a sufficient degree of consensus to be able to submit a draft of the mission statement to the Executive Board, but it is hoped that this may be achieved during the second half of 1995.

IV. THE CHALLENGE OF THE WORLD SUMMIT FOR SOCIAL DEVELOPMENT

7. WSSD, held in Copenhagen, Denmark, in March 1995, has provided new impetus to the work of UNICEF on behalf of children within the United Nations family, setting that work within a wider international effort towards poverty eradication and social development. After two years of systematic mobilization and persistent technical refinement, the "20/20" initiative was adopted at WSSD as a legitimate and useful instrument for guiding, assessing and monitoring overall official development assistance and national budgetary allocations to basic social programmes. The special attention of the Executive Board would strengthen the gathering support for the 20/20 initiative. WSSD also committed world leaders to develop national programmes for the eradication of absolute poverty, to make structural adjustment programmes more socially responsible, to give due recognition to the unremunerated work of women and to seek people's empowerment in the design and implementation of social development policies. Finally, it reaffirmed the goals of the World Summit for Children and the ICPD and placed them clearly within the framework of these commitments. Thus, UNICEF finds its mission and goals clearly inserted in a larger development consensus that will make teamwork within the United Nations family at the country level even more efficient and effective.

V. THE SPECIAL NEEDS OF AFRICA AND OTHER REGIONS

8. The Board has before it a progress report on Africa (E/ICEF/1995/18), a continent which, with the least developed countries in general, was given special attention at WSSD. Despite the continuing and threatening emergencies in certain parts of sub-Saharan Africa, there are many positive developments that go almost unnoticed. Many countries are moving towards more accountable and transparent governance: over 30 countries have held elections during the past five years; freedom of the press is growing; and decentralization is bringing Governments closer to the people. In the areas of special action for children, 25 of the 46 countries in sub-Saharan Africa have either increased or sustained the immunization levels of 75 per cent or higher reached in 1990; the usage rate of oral rehydration therapy has now reached 50 per cent; salt iodization measures are being implemented in 28 of the 39 countries affected by iodine deficiency disorders; and guinea worm disease is well on the way to being eliminated from most of Africa.

9. But as more and more countries are harmonizing macroeconomic policies to meet the demands of adjustment, aid flows to Africa are declining, the debt burden has grown more onerous and per capita incomes continue to dwindle. The commitment of donors at WSSD to find development-oriented and durable solutions to external debt problems, including the cancellation of debt, and the examples set there by the Governments of Austria and Denmark, provide some hope for the future with regard to official bilateral debt. However, a breakthrough is still awaited in the realm of multilateral debt. Most worrying for children is the fact that, in many countries, primary education is stagnating or declining, leaving higher numbers and a higher proportion of children out of school. Moreover, the quality of schooling remains disastrously weak, as a special survey commissioned by the United Nations Educational, Scientific and Cultural Organization and UNICEF is revealing. The question of how to achieve much greater international action in support of basic education for all children in Africa deserves the specific attention of the Executive Board.

10. UNICEF continues to advocate for a better deal for Africa on a global level and devotes some 38 per cent of its financial and human resources to sub-Saharan Africa. UNICEF continues to work through the country programme to build capacities and empower communities, families and individuals. In countries emerging from disasters, programmes will aim at strengthening local solidarity and coping mechanisms, which could become the embryo of new societies. At the national level, UNICEF is strengthening its ability to support Governments in policy areas affecting children and in mobilizing resources for children. At the same time, UNICEF is participating actively in a United Nations-wide initiative for Africa, working to strengthen country-level collaboration towards all the elements of sustainable human development, poverty reduction and accelerated economic growth.

11. The special needs of Africa and the least developed countries (LDCs) underline a more general point, i.e., that sharper differences among geographical regions of the world seem to be emerging, which UNICEF should take into greater account in its approach to programmes for children. Although it can be said that UNICEF long has made allowance for such differences through its country programme approach, there seems to be a new need to emphasize regional differences more clearly in other ways as well. This will be made a theme of region-based discussions in the months ahead, with a focus on priority problems for children and women within each region, strategies for achieving the major goals for the year 2000 and beyond, and identification of possible additional regional goals. Some of these differences might need to enter as regional dimensions of the UNICEF mission statement. The Executive Board may wish to comment on this perception and contribute to the ongoing discussion of the matter.

VI. FIELD COORDINATION OF THE UNITED NATIONS SYSTEM: THE COUNTRY STRATEGY NOTE

12. The triennial policy review of operational activities of the United Nations system is under way, under the guidance of General Assembly decision 47/199 of 22 December 1992. Board members may wish to reflect on the UNICEF contribution to the process.

13. UNICEF has been a strong contributor to the preparation of country strategy notes (CSNs) in virtually all the countries that have opted to prepare one. UNICEF experience in programming, which is driven by situation analyses, has helped to guide many of the CSNs under development. For UNICEF country offices, the challenge has been to ensure that the goals and objectives of the World Summit for Children, the imperatives of the Convention on the Rights of the Child and related policies and directives of the Executive Board are reflected in CSNs. Additional challenges for countries undertaking the preparation of

CSNs include the incorporation of goals and commitments from other recent global conferences and summits into the frame of reference of the CSN and working out the national dimensions of their respective programmes of action.

14. The CSN, though useful in most developing countries, will most likely demonstrate its greatest usefulness in Africa, and LDCs in general. In those countries, where coordinating capacities tend to be more constrained, external assistance is relatively larger and the need to coordinate United Nations technical and operational support is most apparent. The CSN also provides the opportunity for organizing thematic working groups which enhance cooperation, information and programme synergy, thus helping to strengthen the resident coordinator system.

VII. UNICEF INCOME

15. The fact that UNICEF 1994 income reached $1 billion for the first time ever is indeed gratifying. The contributions of donor Governments, especially the two largest contributors, Sweden and the United States of America, along with the contributions of National Committees for UNICEF, must be very gratefully acknowledged. Further details are given in Part II of the present report. Nevertheless, the real growth in 1994 income occurred in regular supplementary funds and emergency funds. The Executive Board may wish to consider the question of general resources, which are not growing as fast as the other types of income. While the organization is making every effort to manage more efficiently and effectively the resources entrusted to it, it is vital that general resources, the backbone of UNICEF country programmes, continue to increase.

VIII. THE FIFTIETH ANNIVERSARIES OF THE UNITED NATIONS AND UNICEF

16. The year 1996 will be the fiftieth anniversary of UNICEF. Plans to commemorate it are being made in the context of overall United Nations fiftieth anniversary planning, keeping the United Nations Fiftieth Anniversary Secretariat at United Nations Headquarters level, and the United Nations fiftieth anniversary focal points at the country level, well informed. The UNICEF anniversary slogan will be "Children first". The intention is to link anniversary activities with proactive measures for children that will further accelerate the achievement of goals and priorities for children. UNICEF sees its fiftieth anniversary as an opportunity to accelerate and direct activities for the benefit of children, rather than solely as a time for self-celebratory events. Anniversary activities will be supported through existing budgets, and no approval for additional funds will be sought from the Executive Board. One initiative that is well advanced is an acceleration of activities in favour of children in conflict areas on the occasion of the "Olympic Truce", as called for in General Assembly resolutions 48/11 of 25 October 1993 and 49/30 of 7 December 1994, during the Olympic Games to be held in Atlanta, Georgia (United States), from 19 July to 4 August 1996. UNICEF offices and/or National Committees for UNICEF will work with their national partners to take advantage of this opportunity to renew public commitment to the principle of "Children first". The views of Executive Board members on the fiftieth anniversary of UNICEF are most welcome, and the secretariat would like to encourage all Board members and observers to communicate with UNICEF offices and National Committees for UNICEF to share ideas and information on making the anniversary meaningful in their own countries.

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SUMMARY

The present document provides an overview of developments in UNICEF programmes and operations in 1994. Following a brief introductory chapter, chapter II, the programme overview, reviews progress in child survival, development and protection through major fields of activity, including primary health care, nutrition, water supply and sanitation, basic education and emergency operations. Major strategic components of UNICEF activity in 1994, including achieving the goals for the mid-decade and the year 2000, the Convention on the Rights of the Child and the UNICEF priority to Africa, also are discussed in chapter I, in addition to other programme responses and support activities. Chapter II focuses on UNICEF operations, including supply operations, administrative management, information resources management and internal audit. The annex provides detailed programme statistics, which in previous years were contained in a separate addendum to the report.

* E/ICEF/1995/13.

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ABBREVIATIONS

AIDS	acquired immune deficiency syndrome
ARI	acute respiratory infections
BBC	British Broadcasting Corporation
BFHI	Baby-Friendly Hospital Initiative
CDC	(United States) Centers for Disease Control and Prevention
CDD	control of diarrhoeal diseases
CEDC	children in especially difficult circumstances
CEE	Central and Eastern Europe
CIDA	Canadian International Development Agency
CIS	Commonwealth of Independent States
CNN	Cable News Network
CSD	child survival and development
ECD	early childhood development
EFA	Education for All
EPI	expanded programme on immunization
GCO	Greeting Card and related Operations
GNP	gross national product
GSA	Global Staff Association (UNICEF)
Habitat	United Nations Centre for Human Settlements
HIV	human immunodeficiency virus
ICPD	International Conference on Population and Development
IDD	iodine deficiency disorders
JCHP	Joint Committee on Health Policy (UNICEF/WHO)
MENA	Middle East and North Africa
NGOs	non-governmental organizations
NPAs	national programmes of action
OAM	Office of Administrative Management (UNICEF)
OAU	Organization of African Unity
ORS	oral rehydration salts
ORT	oral rehydration therapy
OSPEA	Office of Social Policy and Economic Analysis (UNICEF)
PEC	primary environmental care
PHC	primary health care
U5MRs	under-five mortality rates
UNDC	United Nations Development Corporation
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	Office of the United Nations High Commissioner for Refugees
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
WHO	World Health Organization
WSSD	World Summit for Social Development

INTRODUCTION

1. A slender thread of hope and promise ran from the World Summit for Children, held in September 1990 at United Nations Headquarters in New York, to the World Summit for Social Development (WSSD), held in March 1995 in Copenhagen, Denmark. A consensus on the priorities in social and economic development and the ethics of meeting human needs has begun to emerge in the 1990s. Goals were set in 1990 for improving the lives of children during the decade: for achieving measurable progress in reducing deaths, illness and malnutrition; for giving each child a chance to benefit from education; for ensuring for all clean water and adequate sanitation; and for strengthening the protection of those in special need. WSSD focused on overcoming poverty, unemployment and social disintegration - the underlying conditions that threaten the well-being of children in both developing and industrialized countries.

2. By the end of 1994, it was evident that over 100 developing countries, home to 90 per cent of children of the developing world, were making significant progress towards achieving the goals for children for the decade. Most of these countries also were achieving a majority of the targets set for the mid-decade. These accomplishments are translating promises into deeds and hope into reality. At the same time, the challenge of ensuring and sustaining the survival, protection and development of children remains daunting. The terrible inhumanity inflicted on the children of Rwanda, one of too many of such horrors, and the silent tragedy of over 12 million preventable deaths of children in a year, are grim reminders, if any are needed, of the task that has only begun.

I. PROGRAMME OVERVIEW

3. The momentum of progress towards the goals for children and development in the 1990s was maintained in 1994. Most countries, except those facing emergency conditions, were on their way to reaching mid-decade targets for key objectives. In 1994, UNICEF supported programmes in 149 countries - 46 in Africa, 37 in Latin America and the Caribbean (including 10 Caribbean island countries), 34 in Asia (including 13 Pacific island countries), 14 in the Middle East and North Africa and 18 in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States. Total programme expenditure reached $801 million.

4. UNICEF continued to address the main causes of child mortality with a focus on prevention, including immunization and the prevention and treatment of the major killers - acute respiratory infections (ARI), diarrhoeal diseases and malaria in areas of high endemicity. Immunization coverage was sustained globally at the 80 per cent level, but the regional average in Africa remained significantly lower, as it did in 1993.

5. The HIV/AIDS pandemic continued to spread, with rates rising among poor women and youth. UNICEF developed further and applied widely its strategies for addressing the pandemic in the context of addressing the overall health-related issues affecting youth and women. The consensus agreed to at the International Conference on Population and Development (ICPD), held in Cairo, Egypt, in September 1994, and the UNICEF policy on family planning approved by the Executive Board in 1993 (E/ICEF/1993/14, decision 1993/11) served as the guidelines for developing programme approaches to women's health. The Bamako Initiative, as a strategy for strengthening local primary health care (PHC) systems, expanded to 33 countries in Africa, Asia and Latin America.

6. Further progress was made in several countries in combining household food security, health measures and child care to formulate a nutrition strategy. Global and country-level activities continued towards the achievement of the

mid-decade goals of universal iodization of salt and vitamin A distribution to all vulnerable people. Progress under the Baby-Friendly Hospital Initiative (BFHI) indicated that the mid-decade target of at least 1,000 "baby-friendly" hospitals would be surpassed.

7. Most countries in East Asia, Latin America and the Middle East achieved the goal of universal access to primary education, surpassing mid-decade school enrolment targets. However, more than one half of developing countries, including high-population countries in South Asia and Africa, still have to make major strides before all their children can be provided adequate opportunities for basic education. Girls' primary education was the dominant component of UNICEF support for education in South Asia, sub-Saharan Africa and the Middle East and North Africa.

8. UNICEF assisted 73 countries in 1994 in achieving their water supply and sanitation goals and worked to refine strategies that emphasize sustainability and maximize health and socio-economic benefits. Progress was made in gaining acceptance of the women's equality and empowerment framework and the life-cycle approach as tools for promoting gender-balanced programmes for children and development. Efforts intensified to make the Convention on the Rights of the Child the framework for developing UNICEF programmes, including activities for children in especially difficult circumstances and children with disabilities. In recognition of the rapid growth of the poor in urban areas and the increased vulnerability of children and women in urban and peri-urban slums, these concerns are being given greater attention in national programmes of action (NPAs) as well as in programme reporting and monitoring mechanisms.

A. Programme expenditure

9. Programme expenditure in 1994 totalled $801 million ($397 million from general resources and $404 million from supplementary funds). This represents a decrease of $3 million as compared to 1993. During the year, the sectoral distribution of programme expenditure, including emergencies, was as follows: 33 per cent for health; 8 per cent for nutrition and household food security; 15 per cent for water supply and sanitation; 13 per cent for education; 11 per cent for programmes on community organization and on women and children in especially difficult circumstances; 20 per cent for planning, social mobilization and advocacy, and programme support; and less than 1 per cent for general emergency expenditures not attributable to a sector. The distribution of programme expenditure by programme field is shown in figure I. It is estimated that at least one third of total programme expenditure benefits girls and women directly. More detailed statistics about programme expenditure, including general resources and supplementary funds programme expenditure by programme fields, can be found in the annex.

10. Programme expenditures for emergency assistance decreased from $223 million to $216 million in 1994. The breakdown of programme expenditures for emergency assistance by programme fields is shown in figure II. In 1994, 29 per cent of emergency assistance was for health, 17 per cent for water supply and sanitation and 14 per cent for nutrition and household food security, with the balance divided over other programme fields.

11. The geographical distribution of programme expenditures is shown in figure III. Africa continued to receive the highest percentage of assistance, with programme expenditures amounting to $304 million, or 38 per cent of the total. Programme expenditure in Asia amounted to 30 per cent, with 11 per cent allocated to the Americas and the Caribbean, 12 per cent to the Middle East and North Africa, 5 per cent to Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States and 4 per cent to interregional programmes.

Figure I

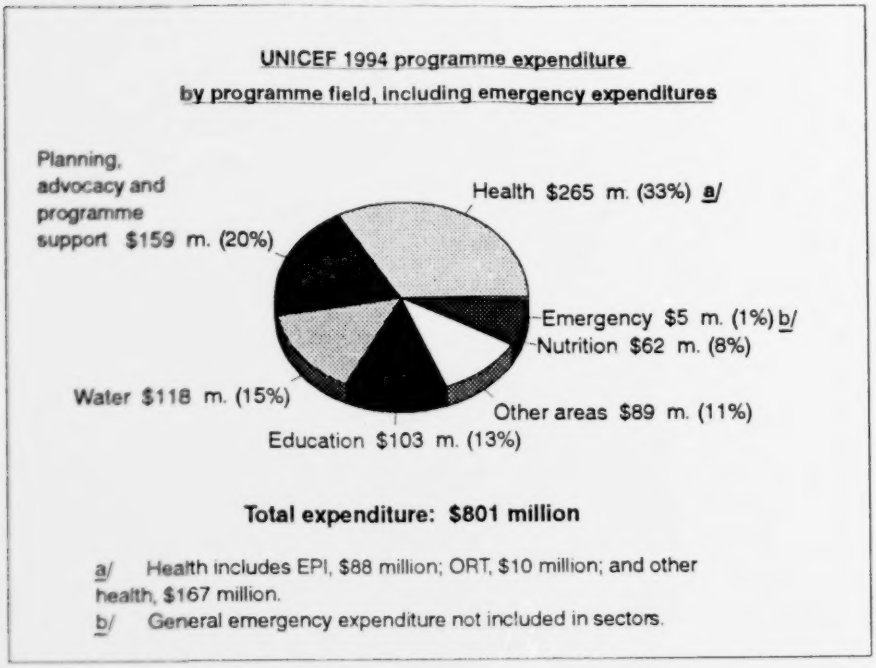

UNICEF 1994 programme expenditure
by programme field, including emergency expenditures
Planning, advocacy and programme support $159 m. (20%)
Health $265 m. (33%) a/
Emergency $5 m. (1%) b/
Nutrition $62 m. (8%)
Other areas $89 m. (11%)
Education $103 m. (13%)
Water $118 m. (15%)
Total expenditure: $801 million
a/ Health includes EPI, $88 million; ORT, $10 million; and other health, $167 million.
b/ General emergency expenditure not included in sectors.

Figure II

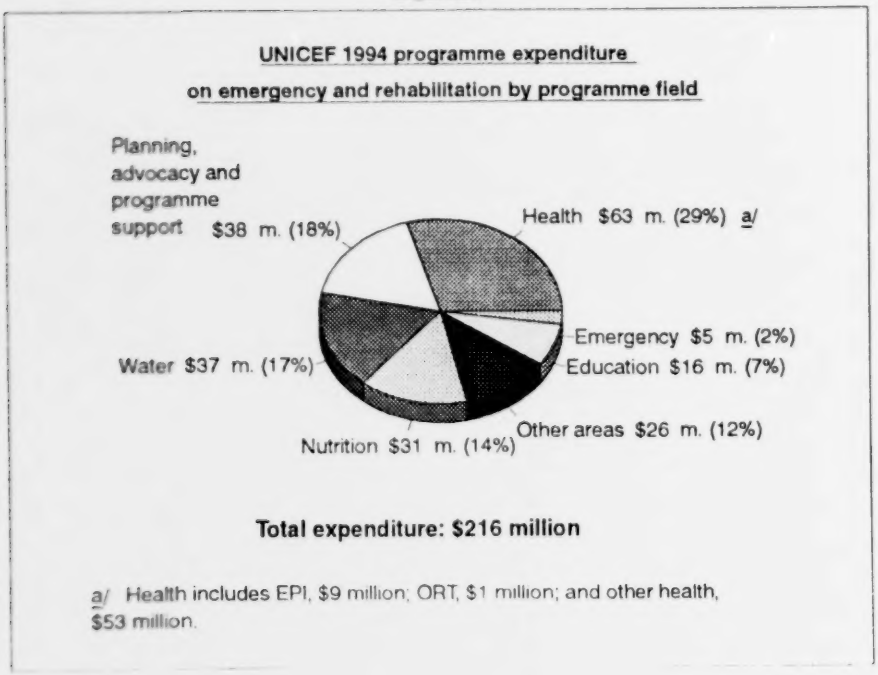
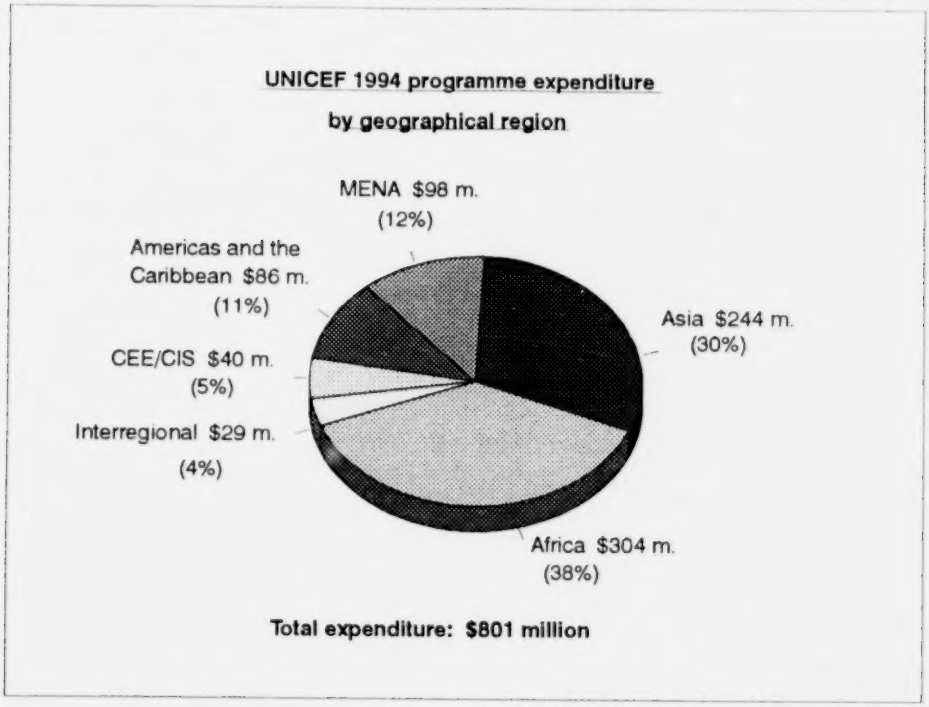

UNICEF 1994 programme expenditure
on emergency and rehabilitation by programme field
Planning, advocacy and programme support $38 m. (18%)
Health $63 m. (29%) a/
Emergency $5 m. (2%)
Education $16 m. (7%)
Other areas $26 m. (12%)
Nutrition $31 m. (14%)
Water $37 m. (17%)
Total expenditure: $216 million
a/ Health includes EPI, $9 million; ORT, $1 million; and other health, $53 million.

Figure III


UNICEF 1994 programme expenditure
by geographical region
MENA $98 m.
(12%)
Americas and the
Caribbean $86 m.
(11%)
CEE/CIS $40 m.
(5%)
Interregional $29 m.
(4%)
Asia $244 m.
(30%)
Africa $304 m.
(38%)
Total expenditure: $801 million

B. Major strategic components

Progress towards the goals for children and development in the 1990s

12. The momentum of national performances in achieving the goals continued during 1994, with particular attention being paid to the mid-decade targets. This was substantiated by a region-by-region analysis, based on reports from each country, which indicated that most countries will achieve a majority of the mid-decade goals. More than 100 developing nations from all regions are making significant progress on key goals that affect the well-being of their children.

13. Major headway was made in the area of inter-agency collaboration to support countries' monitoring of progress towards the goals. The UNICEF/World Health Organization (WHO) Joint Committee on Health Policy (JCHP) formed a working group on reporting progress at mid-decade. National and regional progress reviews have initiated a process that will ensure timely reporting of results and their use by policy makers in taking action and increasing national capacities for monitoring and reporting. UNICEF has introduced a system of trimestrial reporting from country offices on progress, constraints and actions taken. A multiple indicator survey method, which focuses on selected key indicators, has been developed and is being introduced in UNICEF country offices. Following a workshop in Bangladesh that included participants from WHO, the United States Centers for Disease Control and Prevention (CDC) and the Bangladesh Bureau of Statistics, a guide was published on multiple indicator surveys. The UNICEF and WHO secretariats have agreed that where data are lacking or out of date, WHO, UNICEF and other international agencies should collaborate across all sectors in assisting countries to monitor progress, using appropriate and feasible multiple indicator surveys.

14. The second issue of Progress of Nations, released in June 1994, provided up-to-date data on indicators for monitoring progress towards the goals, ranking countries according to their results. The report prompted many countries with inadequate data to adopt flexible survey procedures to augment existing information bases. Pioneering work has been done in this area in a number of countries, including Bangladesh, Kenya, Mexico and the Philippines.

15. The experience of supporting national efforts to achieve the mid-decade goals has highlighted the close synergy between goals and systems; goals make systems efficient, while systems and/or structures are essential for effective management of programmes and their sustainability. Considerations of sustainability need to be built into the programmes and phased into the implementation process. In such countries as Egypt, Mexico and the Philippines, where the Presidents themselves conducted periodic reviews to assess progress towards the mid-decade goals, these reviews were found to be most effective in reinforcing political will and generating public support. Enhancing the skills and capacities of governmental and community partners at subnational and local levels has accelerated the achievement of national goals. In the Philippines, for example, a system has been introduced for assessing goals at national, provincial, urban and municipal levels according to their viability, using maps with different colours to illustrate progress. This process has become an important tool for advocacy, education and monitoring, introducing a sense of healthy competition and understanding between provinces and cities.

The Convention on the Rights of the Child

16. The Convention on the Rights of the Child has been embraced by more States than any other human rights treaty in history. By March 1995, 170 States had ratified the Convention, with only 21 countries needed to attain the goal of

universal ratification by the end of 1995. UNICEF is reviewing its guidelines for the preparation of country programmes to include the provisions of the Convention as a framework for programme preparation and implementation. This will enable an in-depth analysis of the status of children's rights in each country and provide an opportunity for advocacy at all levels. UNICEF is supporting the comprehensive study of the impact of armed conflict on children being undertaken by the United Nations Centre for Human Rights and Mme. Graça Machel, former First Lady of Mozambique, in response to General Assembly resolution 48/157 of 20 December 1993.

17. At its forty-ninth session, the General Assembly discussed for the first time the issue of children's rights and adopted resolutions on the protection of children in armed conflicts, the need to adopt measures for the prevention and eradication of the sale of children, child prostitution and child pornography; implementation of the Convention; and the plight of street children (resolutions 49/209, 49/210, 49/211 and 49/212, respectively, all of 23 December 1994). UNICEF was asked to play an active role in support of those resolutions. Furthermore, UNICEF, in collaboration with the Centre for Human Rights, has been assisting the Committee on the Rights of the Child in monitoring implementation of the Convention. UNICEF has assisted Governments in preparing reports to the Committee.

18. To date, the Committee on the Rights of the Child has reviewed 28 national reports. The reviews have encouraged action to implement and apply provisions of the Convention in the countries submitting the reports. Many Governments have initiated the process of legislative reform to align national laws with the provisions of the Convention, affecting such areas as education, health and juvenile justice. In some cases, the decentralization of national programmes for children has led to administrative and budgetary measures which give special attention to children's rights. Many States which have submitted reports have established coordinating committees to monitor implementation at national and provincial levels and to assist in collecting statistical and other relevant data.

Advocacy and social mobilization

19. Through global meetings, intergovernmental gatherings and regional conferences, advocacy continued to be a major element of UNICEF efforts to increase and sustain awareness of children's issues, ranging from improved quality of life to the protection of children to achievement of goals. During 1994, an important advocacy objective was the mobilization of key partners and non-governmental organizations (NGOs) in support of a broader spectrum of human and social development in preparation for WSSD.

20. Through such international forums as the eleventh conference of the Foreign Ministers of the Non-Aligned Movement, the Organization of African Unity (OAU) and the Organization of the Islamic Conference, UNICEF contributed to the global effort towards the mid-decade goals and to support for the ratification and implementation of the Convention on the Rights of the Child. The Ministerial Council of the Non-Aligned Movement endorsed the 20/20 initiative and supported the goals for the year 2000. OAU, at a summit meeting held in June 1994, adopted child-centred resolutions in support of the mid-decade goals and salt iodization and on children and AIDS. The Day of the African Child was celebrated simultaneously in New York and Johannesburg, South Africa, on 16 June 1994, with a keynote speech by Archbishop Desmond Tutu on the theme of "Hope for Africa", as well as with a meeting of the late Executive Director with President Nelson Mandela. National Committees for UNICEF took part by raising funds for programmes in Africa.

Development with a human face

21. In 1994, the Office of Social Policy and Economic Analysis (OSPEA) worked to develop an inter-agency position on the 20/20 initiative, in collaboration with the United Nations Development Programme (UNDP), the United Nations Educational. Scientific and Cultural Organization (UNESCO), the United Nations Population Fund and WHO. OSPEA also produced a widely distributed booklet and a leaflet on the subject. These efforts contributed to the endorsement of the 20/20 principle by WSSD.

22. During the year, studies were completed on restructuring national budgets or human development in Guinea, Nepal, the Philippines and the United Republic of Tanzania, with the resulting analyses and conclusions summarized in a synthesis paper. This analysis supports current global estimates of 13 per cent of government budgets devoted to basic social services in developing countries. The studies highlight ways of restructuring national budgets for social development and can be used to facilitate dialogue at the national level.

23. OSPEA undertook a study in countries that had achieved remarkable progress in social development according to their social indicators. The objective was to document successes and identify the principle contributing factors. An international seminar which brought together the study's investigators concluded that, although economic growth was a necessary element for social development, of more fundamental importance were the explicit social policies adopted nationally. The seminar identified specific policy options that enhanced the success and rate of social development. A booklet titled "Profiles in success", which summarized these successes and policy recommendations, was distributed at WSSD and received favourable attention. Country-level and sectoral support for costing and financing of national and subnational plans of action for children continued during 1994.

Poverty alleviation: actions to reach the poorest

24. Preparations for WSSD, with its central theme of poverty alleviation, attracted renewed attention to the intractable problem of absolute poverty - the 1.2 billion people who live on less than one United States dollar per day. The 1990s have been characterized by contradictory attitudes and trends on the theme of poverty. Publication of the World Bank's 1990 World Development Report on poverty and the Bank's pledges to direct its resources to poverty alleviation helped to put the issue high on national and international economic agenda. At the same time, the structural adjustment policies prescribed by the World Bank and the International Monetary Fund and their lending programmes, as they were largely implemented, often have tended to aggravate further the situation of the poor. The ascendance of market forces and international free trade, combined with inadequate social safety nets, have left the poor in many countries even more vulnerable than before.

25. The domestic policies of many developing countries mirror the contradictory international trends. Rhetoric on poverty alleviation abounds, while macroeconomic policies, the allocation of national budgets and poor governance work against the objective of poverty reduction. This contradiction is illustrated clearly by high military expenditures in many countries which do not provide adequate finances for essential social services.

26. Some generalizations can be drawn at the micro-level which are especially relevant for UNICEF programmes. The size of poor households is larger because of more children. The mortality of children in poor families is higher, but the higher replacement fertility of the poor more than makes up the difference. The

working members of a poor family have more mouths to feed and more children who are deprived of essential care and attention. Women are worse off in terms of the demands on their time and their opportunities to escape poverty. The poor depend mainly on the income derived from their labour and face uncertain and seasonally varying employment prospects, while a serious illness can have catastrophic consequences for them.

27. Eleven case studies included in "Profiles in success" show how government policies and commitments for extending the reach of social services made a difference for the poor. The 11 countries have key social development indicators that are well above regional averages. In every case, the Government set out a clearly articulated development policy to achieve this result. In no case did the Government rely exclusively or mainly on market forces or the "trickle-down" approach to sharing benefits of growth, and in each case, expenditures for education and health were well above the average for developing countries. Public policy is clearly critical in addressing poverty in two ways: first, fostering the conditions for "pro-poor" growth, especially in providing access, to physical and human assets, including public infrastructure; second, interventions to improve the distribution of benefits of social services and safety nets.

28. The challenge for UNICEF is greater than ever in reaching the poorest and the most vulnerable, a vast majority of whom are women and children. Improvements in nutrition, health and education are vital to preventing the intergenerational perpetuation of poverty and the protection of the poorest sections of the population. At the core of UNICEF programming is capacity-building through training and strategic support to national partners, to design and implement affordable social safety nets for the most vulnerable groups at low cost and using simple technology. The Bamako Initiative is an example in the health sector of providing a cost-effective and sustainable approach to establishing a health safety net. UNICEF also supports advocacy and policy dialogue in favour of egalitarian economic reforms and adjustments that promote the alleviation of poverty by strengthening essential social services and enabling women and children to claim their share of the benefits of economic development.

National capacity-building and empowerment

29. Since 1992, the Executive Board has emphasized the inclusion of national capacity-building as an integral component of UNICEF programmes and as a key strategy for contributing to the achievements of the goals for children in the 1990s. Strengthening national capacity in different sectors usually is a specific objective of individual country programmes, as well as an underlying strategy for all programmes, as indicated in the country programme recommendations presented to the Executive Board. The elements of capacity-building found in most country programmes cover the in-service training of personnel; technical assistance in planning, monitoring, evaluation and specific aspects of management at national and subnational levels; experience exchanges; operations research; and participatory evaluation and monitoring.

30. The Bamako Initiative is an example of capacity-building through community participation and self-analysis in the provision of social services. To date, 33 countries in Africa, Asia and Latin America have implemented the Initiative, which combines personnel training and education, technical assistance, and joint monitoring and evaluation exercises to achieve the desired standard of social and health services (see paras. 68-70 below).

31. Education continues to be the most challenging aspect of development and the ultimate means of capacity-building in a fundamental sense. Capacity-building for education itself goes beyond strengthening the planning and programming units of ministries of education. It involves assistance in formulating and implementing long-term educational plans and policy; in designing mechanisms for gathering information, conducting research, promoting curriculum development, training teachers and improving the school environment; and in establishing efficient school management with community involvement.

32. A specific capacity-building effort for development planning and programming has been initiated in Africa based on the utilization of existing expertise in African institutions and universities. Special emphasis has been placed on linking available skills to local Governments and communities in order to strengthen their capacities for self-management and the maintenance of social services. An example is the formation of an African universities consortium, focusing on child survival and development (CSD), between the neighbouring countries of Kenya and Uganda. In the case of Nigeria, a UNICEF-supported scheme aims to promote linkages between universities, local Governments and communities, to plan and implement CSD interventions.

33. UNICEF programmes and policy objectives will continue to combine local skills and strengths with broader efforts to inculcate indigenous capacity-building, focusing primarily on training and the development of skills in such areas as water supply and sanitation, health care and education.

United Nations operational activities for development

34. ICPD proved to be a landmark conference, building a new consensus on actions to promote sustainable human development, affirming the need to enhance the status and role of girls and women, and underscoring the synergy among basic social services for all. Based on discussions held at the second regular session of 1995 of the Executive Board, a revised report on UNICEF follow-up to ICPD will be submitted to the Board at its third regular session of 1995 (decision 1995/11).

35. UNICEF played a significant role in preparations for WSSD. The Summit's themes - poverty eradication, creation and sustainability of income, and the strengthening of the social safety net - are of great relevance to the well-being of women and children. In collaboration with other United Nations agencies and concerned NGOs, UNICEF advocated a stronger stand on the identification of goals and targets, emphasizing the ones critical for children and women, as well as on ways of financing proposed actions, including the 20/20 approach, and clear responsibility for follow-up and monitoring progress.

36. In 1995, the triennial review of operational activities for development mandated by General Assembly resolution 47/199 of 22 December 1992 will provide an opportunity to evaluate further and consolidate a framework for collaboration on issues of poverty and human development. UNICEF will continue to play a key role in strengthening the coordination, coherence and effectiveness of the United Nations system's development cooperation as specified by resolution 47/199, including application of the country strategy note and helping to make the resident coordinator system more effective. There has been considerable progress by United Nations agencies on harmonizing programme cycles, and efforts will continue to harmonize the content of programmes as well.

Environment and sustainable development

37. During 1994, UNICEF supported activities to integrate primary environmental care (PEC) into country programmes, working in many cases with other United Nations agencies, international organizations and NGOs. In the Sahel region of Africa, for example, in Mali and the Niger, PEC is being implemented to develop sustainable subsistence in areas threatened by desertification. In Chile, Ecuador and Nepal, UNICEF is assisting community-based programmes for protecting the environment, introducing such micro-technologies as biogas plants and a simple sanitary system. A special audio-visual package is being used to educate more than 20,000 children in the Quito region of Ecuador on local environmental issues.

38. The "Voice of Children" is an important initiative funded by the Government of Norway and supported by UNICEF which calls for the participation of children and youth in environmental protection activities. The campaign is conducted from a secretariat in Norway which disseminates information to other NGOs in Africa, Asia and Latin America with the assistance of UNICEF field offices. As part of a programme to integrate ecological programming for vulnerable zones with increased community awareness, the Environment Section at New York headquarters has prepared and distributed a series of PEC discussion papers to field offices.

39. UNICEF is cooperating with the Committee for Sustainable Development and other partners in supporting follow-up to Agenda 21. UNICEF took part in the Conference on Small Island Developing States and the NGO Consultation on the Mountain Agenda.

C. Major fields of activity

Primary health care

40. Strengthening the PHC system continues to be one of the major objectives of UNICEF, pursued in close association with WHO, other bilateral and multilateral organizations, NGOs and community groups. The main building blocks for an expanded PHC system are increased community participation, preventive and basic curative child care, and improved maternity care, with first referral capacity for more complicated cases. In 1994, UNICEF continued to address the main causes of child mortality with an emphasis on prevention, including immunization outreach, and the prevention and treatment of ARI, diarrhoeal diseases and malaria in endemic areas.

41. UNICEF supported the improvement of linkages between PHC centres and district hospitals, particularly in the areas of paediatric and emergency obstetric care. Community-based surveillance methods are being enhanced in several programme areas, together with efforts to strengthen partnerships among the PHC system, women's and youth groups, schools and religious institutions.

42. In certain regions, especially in Central Asia and the Caucasus, UNICEF collaboration with WHO and other international agencies focused on revitalizing ailing PHC systems through a number of interventions. During the year, outbreaks of endemic polio and diphtheria in this region underscored the need to maintain access to affordable essential drugs and vaccines, as well as to ensure sustainability of supply lines.

Immunization and the Children's Vaccine Initiative

43. During 1994, immunization coverage was sustained globally at the 80 per cent level, and regional averages for Asia were within sight of the goal for the year 2000 of 90 per cent coverage. Regional coverage rates in the Americas and the Caribbean and the Middle East and North Africa were above 80 per cent for all antigens given to infants. There has been a significant drop in immunization coverage in sub-Saharan Africa from 1990 levels, with a combined average of 53 per cent coverage for diphtheria/pertussis/tetanus vaccine and polio and measles vaccines. The decline in Africa is the result of inadequate infrastructure, political instability, civil strife and continued economic and financial difficulties. While UNICEF expenditure for immunization has declined in all regions since 1990, as Governments have taken over more of the vaccine supplies, the decline in donor funding seriously affected Africa. This situation was alleviated in 12 African countries with supplementary funding provided by the United States Agency for International Development (USAID), which was used to strengthen immunization activities.

44. The elimination of neonatal tetanus was a challenge, mainly because of a policy change which targeted all women of child-bearing age rather than pregnant women. In 1995, the focus will be on surveillance and reaching all women under the new target.

45. Progress towards the eradication of polio gained momentum in the last year. The American hemisphere was certified as polio-free, while East Asia and the Middle East and North Africa made significant strides towards achieving this status. Countries in those two regions are using national immunization days and similar regional activities to contain the transmission of the endemic polio virus. Monitoring and surveillance systems, being developed for polio, also are being expanded to include the monitoring of other diseases such as measles and tetanus.

46. It is likely that the goal of a 95 per cent reduction in deaths related to measles will be reached by a majority of countries by the end of 1995. Because measles control depends upon high immunization coverage and improved overall case management, UNICEF is encouraging countries to formulate vaccine initiatives for immunizing against measles and tetanus at the same time.

47. The Children's Vaccine Initiative continued to provide an effective medium for multi-agency cooperation on vaccine research and development, promoting self-sufficiency in vaccine production and ensuring the availability of vaccines for children in developing countries. After an extensive re-evaluation of the UNICEF policy, a strategy paper was issued which targets self-sufficiency in vaccine production and the provision of improved and low-cost vaccines for children in the poorest countries. The initiative is now operational in Bangladesh, Burundi, Morocco and the Philippines, with another 10 countries currently negotiating terms.

48. In Central Asia and Kazakhstan, there have been serious difficulties in procuring vaccines. With assistance from the Government of Japan, a vaccine independence initiative has been launched in Kazakhstan, Turkmenistan and Uzbekistan to build indigenous production capacity and to promote financial self-sufficiency for vaccine production by the year 2000.

Control of diarrhoeal diseases

49. During 1994, global usage rates for oral rehydration therapy (ORT) increased from 38 to 44 per cent. Despite this increase, diarrhoea still

accounted for 3.2 million child deaths, or one fourth of all deaths of children under five years of age. The mid-decade goal of 80 per cent ORT usage by 1995 is expected to contribute to the goal for the year 2000 of decreasing by 50 per cent infant mortality caused by diarrhoeal diseases.

50. As part of the 15-month programme to celebrate the twenty-fifth anniversary of the discovery of ORT which began in 1993, 24 countries organized ORT/child health weeks and pledged to strengthen PHC activities for the control of diarrhoeal diseases (CDD) in such areas as training, supply, logistics and monitoring. Various meetings and workshops took place worldwide, the largest of which was held in Washington, D.C. (United States), sponsored jointly by the Society for International Development, UNICEF, USAID, WHO, UNDP and the World Bank, and at which UNICEF presented USAID with an award in acknowledgment of the agency's important contribution to the promotion of ORT. Meetings and workshops also were also held in Bangladesh, Mexico, Morocco and Turkey.

51. The cornerstone of ORT is the empowerment of families, enabling them to take action for CDD. To achieve this aim, the World Organization of Scouts Movement, Junior Chamber International and a variety of religious leaders have adopted the cause of promoting ORT by disseminating information and distributing oral rehydration salts (ORS) through their organizational networks.

52. The significant role of communications and mass media in advocating ORT and its many benefits were explored during the year at workshops in Bangladesh, Cameroon and the United States. The commercial production of ORS has expanded to additional countries, with Government and external support. In Bolivia, for example, an agreement for the commercial production of ORS included responsibility for a large-scale distribution network. Pharmacists agreed to sell ORS at reduced profit margins, and the Government agreed to reduce taxes on raw materials and improve the training of community health workers.

Control of acute respiratory infections

53. ARI, specifically pneumonia, continue to be the largest killer of children in developing countries, accounting for up to one third of all child deaths. By the end of 1994, 83 countries had implemented programmes based on the standard case management strategy, while 12 had implemented ARI control programmes on a national scale through the PHC system. Informing families about the methods of early detection and timely treatment of pneumonia continued to be the focus for national communication campaigns. The "ARI News", a UNICEF/WHO publication, updates health workers at all levels on case management and industry innovations.

54. The importance of continued training and education was emphasized under various joint UNICEF/WHO managerial training initiatives aimed at mid-level health managers. Because of the rapidly deteriorating ARI situation in Central and Eastern Europe and Central Asia, WHO and the International Federation of the Red Cross and Red Crescent Societies jointly sponsored the translation into Russian and dissemination of ARI training materials on programme and clinical management.

55. UNICEF continues to promote a two-pronged approach to ARI control, stressing the application of correct case management by health providers and providing all communities with easy access to health facilities so that they may be assured of prompt child care. Simultaneously, the sick child initiative is aimed at developing an integrated strategy of case management for children at the primary health level, thus allowing a streamlining of clinical services.

This programme will be field-tested in the United Republic of Tanzania in the spring of 1995.

Strategy for HIV/AIDS

56. During 1994, the AIDS pandemic continued to spread, affecting increasing numbers of countries on all continents. In the countries most affected, HIV infection rates continue to rise among women and youth, especially among the poor, who appear to be particularly vulnerable to HIV infection.

57. Compelling evidence has emerged about the detrimental impact of HIV/AIDS on achieving the year 2000 goal of reducing infant mortality rates. This includes reversal of trends in mortality and malnutrition and increasing numbers of disrupted families and abandoned children in affected countries. Armed conflicts in Angola and Rwanda, for example, have put an additional and direct burden on women and children, making entire regions vulnerable to an explosive HIV epidemic, while destroying already fragile "coping" mechanisms.

58. The year 1994 also saw the HIV/AIDS strategy applied widely in the context of overall issues concerning youth and women's health, with the collaboration of United Nations agencies and other partners. In order to provide a realistic focus on this broad and complex problem, groups of strategic programming counties have been identified, with each group exploring a particular programming approach. By mid-1996, these groups will be drawn together in a more comprehensive fashion for review by key partners of effective programme strategies to prevent the spread of HIV/AIDS. The process of integrating lessons learned from these various efforts into an overall UNICEF programme is already under way.

59. In support of advocacy on behalf of groups most vulnerable to HIV/AIDS, as well as to facilitate experience sharing and programme development, UNICEF and WHO have published "Action for Children Affected by AIDS". Guidelines on the prevention and control of maternal and congenital syphilis are under preparation. UNICEF played an active role in the Paris Summit on HIV/AIDS. It continues to collaborate with the joint and co-sponsored United Nations programme on HIV/AIDS and will make its appropriate contribution to the joint programme.

Women's health, safe motherhood and child spacing/family planning

60. In 1994, the women's health section of the Programme Division was guided by the policy on family planning approved by the Executive Board in 1993 (E/ICEF/1993/L.5), which calls for enhancing the role and status of women; promoting safe motherhood and breast-feeding; supporting basic education and literacy; intensifying information, education, communication; and providing appropriate support for family planning services.

61. ICPD helped to forge a consensus on the need to achieve sustainable and realistic population growth rates. The means to this end are the empowerment of women, the provision of PHC and basic education, and bolstering family planning in the broader context of reproductive health and the realities of women's lives. UNICEF played a significant role in preparing for ICPD, provided staff support to the Conference secretariat and supported the work of women's and young people's NGOs.

62. Advocacy and networking at the global level continued through the maintenance of an active role in such forums as the Expert Committee on Maternal and Child Health and Family Planning in the 1990s and Beyond, the Inter-agency

Group on Safe Motherhood, the Joint Programme on Strengthening National Capacities to Reduce Maternal Deaths and Disabilities, the newly formed Inter-agency Working Group on Female Genital Mutilation and the Global Commission on Women's Health.

63. Country-level activities over the past year included the launch of programmes promoting sexual and reproductive health through many field-level initiatives. For example, in Zambia, UNICEF is supporting Government efforts to strengthen the control and prevention of maternal and congenital syphilis by linking the provision of quality services with social mobilization and policy reform. In Benin, UNICEF and government counterparts are using the Bamako Initiative as a framework to improve the quality of family planning, the prevention and treatment of sexually transmitted diseases and antenatal and obstetrical services, involving women directly in the management of health centre services. In India, safe motherhood activities are focused on increasing the numbers of health care delivery centres that offer pregnant women appropriate services within reach of their homes.

64. An executive directive on guidelines for UNICEF action on eliminating female genital mutilation provided direction to field offices on developing strategies and supporting programmes to end these practices, in cooperation with many concerned partners.

Eradication of dracunculiasis (guinea worm disease)

65. During the past year, there was significant progress in most of the 18 African and Asian countries where dracunculiasis is endemic. Surveillance data through September 1994 indicate a global incidence of 68,000 cases in approximately 16,000 endemic villages, which represents a reduction of more than 50 per cent as compared to 1993. Cameroon and India have nearly eliminated the disease and no cases were reported in Pakistan through September 1994. Community-based monitoring and surveillance, resulting in the monthly reporting of cases and control activities, have been undertaken in nearly all known endemic regions, except the Sudan. Countries increasingly are integrating dracunculiasis surveillance with other health priorities. With support from UNICEF and WHO, efforts are under way to strengthen monitoring of results from surveillance system and to maintain epidemiological maps of endemic areas. Special challenges are posed by political disturbances and conflicts in southern Sudan, where additional technical, operational and financial assistance will be required. Key partners continued to be WHO, Global 2000, the Carter Center (United States), USAID, the World Bank, the Peace Corps (United States), the Japanese International Cooperation Agency, the Canadian International Development Agency (CIDA), the Government of Norway and other governmental and non-governmental agencies.

Youth health promotion

66. UNICEF made important progress in developing its programming approaches to youth health and development in the past year. About 30 strategic programming countries have received technical and financial assistance and are benefiting from technical support groups. These provide countries with a process of peer support and review, help to develop and strengthen collaboration with key technical and organizational partners, and promote national-level activities. In the area of youth health, UNICEF is concentrating primarily on the development of five key strategic areas: school-based interventions; health service-based interventions; the mobilization and strengthening of youth organizations and peer and other community groups that work with out-of-school

youth; mass communication; and programmes for youth who lack family and community care and support, such as AIDS orphans and street children.

67. Contacting and providing services to out-of-school youth remain a major challenge. However, important progress is being made in Mali, Mauritania, the Philippines, Uganda, a number of countries in Latin America and through UNICEF programmes for Palestinian children and women. In addition to promoting "meeting points" where young people can obtain information, support and referral, there is also an urgent need to increase young people's access to and utilization of sexual and reproductive health services. Several countries are making rapid progress in this area, including Benin, Myanmar, Swaziland and Zambia.

The Bamako Initiative

68. The Bamako Initiative has been adopted globally by 33 countries in Africa, Asia and Latin America. By 1994, $94 million had been utilized to provide a cost-effective and sustainable approach to revitalizing PHC by generating resources for institution-building and the development of management capacity and logistical support at the local level.

69. The Initiative has contributed to the development of managerial skills and sustainable systems at different levels of the health care structure. In some community-managed health systems, sufficient funds are being generated to cover current expenses as well as to build savings for the future. A system of biannual monitoring and evaluation helps the community to identify problems with the support of health caregivers. UNICEF has implemented training programmes for health officials and policy makers at district and national levels to build national capacity and a network of sustainable health systems.

70. WHO and the World Bank are important partners in this work. During 1994, the World Bank loaned $5 million to Burkina Faso through UNICEF, to be utilized for implementation of the Initiative. Similarly, a $2 million grant to Cameroon from USAID that was channelled through UNICEF was used to strengthen and develop further the health system, benefiting two thirds of the country. In Mali, UNICEF is acting as the lead agency for a consortium of partners using a combined resource base of $60 million to develop a national health system.

Nutrition and household food security

71. Household food security, child care and health measures have been combined in several countries to formulate a nutrition strategy. In January 1994, after reviewing implementation of the nutrition strategy approved by the Executive Board in 1990, UNICEF representatives commended its effectiveness in country-level nutrition programming, but stressed that more actions were needed in the area of infant nutritional "care" and in the way that nutritional information was used.

72. Nutrition-oriented programmes at the country level provided a framework for collaboration between United Nations agencies and donors in supporting country strategies. The aim of these collaborations is to help countries reach the mid-decade goal of reducing malnutrition, as well as the goals of the International Conference on Nutrition. The nutrition strategy also is being used as the basis for the formulation of medium-term programmes, for instance in Burkina Faso and Uganda, which will be presented to the Executive Board in 1995. A key aspect of the nutrition strategy is the empowerment of local decision makers and the community to participate in problem assessment and analysis.

73. During 1994, the training of health and nutrition professionals in developing countries continued to be a major focus of a series of regional and international workshops. A "centres of excellence" strategy was recommended for the training of national nutrition professional to enable them to design, implement and evaluate nutrition programmes. UNICEF recognizes that practical approaches need to be designed and implemented to enhance the "care" aspect of nutrition.

74. A WHO/UNICEF policy paper endorsed by JCHP strengthened the global consensus on the iodization of edible salt to prevent iodine deficiency disorders (IDD). Rapid progress is being made towards meeting the mid-decade goals in all regions. In Latin America and the Caribbean, it is estimated that over 80 per cent of all edible salt already is being iodized. In South Asia, the portion of iodized salt has increased to over 60 per cent owing to a number of factors, including a majority of salt producers in Bangladesh installing iodization equipment, an iodization support facility in Pakistan becoming fully effective and increasing numbers of states in India banning the trade of non-iodized salt. Based on successful experiences in Latin America and Bangladesh, a strategy has been developed to regulate a myriad of small producers in the countries of South-East Asia and West Africa. In China, UNICEF is working jointly with WHO and UNDP to iodize all edible salt.

75. During 1994, UNICEF conducted surveys in many countries, including Kenya and South Africa, to determine the extent of the problem posed by vitamin A deficiency. The importance of vitamin A for child survival continues to be supported by new research. JCHP has endorsed a new joint UNICEF/WHO strategy for combating vitamin A deficiency. Many UNICEF offices are supporting the development of sustainable ways to ensure adequate vitamin A intake, using existing mechanisms such as the Bamako Initiative and national immunization campaigns to educate communities. Initiatives include the fortification of staple foods, the marketing of low-dose supplements and family horticultural activities.

76. Increasing responsiveness and concern for the promotion of breast-feeding are illustrated by the rapid increase in the numbers of hospitals that have been designated "baby-friendly". Since the publication of the last progress report in April 1994, the number has almost doubled and the Baby-Friendly Hospital Initiative (BFHI) is likely to surpass the mid-decade target of 1,000 "baby-friendly" hospitals. All but two developing countries have taken action to end the distribution of free and low-cost breast milk substitutes in their hospitals and maternity wards. Implementation and monitoring of the International Code of Marketing of Breast Milk Substitutes remain key issues for 1995, in addition to the reporting of violations. Discussions with industry representatives of the Infant Food Manufacturers Association have continued to be challenging, although progress has been made on negotiating key issues. Cooperation with such main partners as the World Food Programme, WHO and NGOs has made an important contribution to the promotion and protection of breast-feeding.

Basic education

77. The year 1994 saw further refining of UNICEF policies and strategies for basic education. There were reviews of country programmes to address systematic issues and work towards the goals of universal primary education; intensive technical assistance to a selective group of strategic and challenging countries; and enhanced collaboration with partners, especially the sponsors of the World Conference on Education for All (EFA), in promoting a coordinated approach in support of EFA. In addressing the huge challenges still facing

Africa, UNICEF, together with other United Nations agencies, the World Bank and African education ministers, began a "focus on EFA in Africa" and to develop country-specific programmes with adequate resources. Drawing on these recent and past experiences, the secretariat has prepared a policy review of the UNICEF strategies for basic education to be submitted to the Executive Board at its 1995 annual session (E/ICEF/1995/16).

78. Through a series of regional and national consultations and reporting, a clearer picture has emerged of countries' educational status. Most countries in East Asia and Latin America, and some from the Middle East and Africa, have achieved universal access to primary education, thus surpassing the mid-decade enrolment targets. However, more than one half of developing countries, including high population countries in South Asia and Africa, still have far to go in providing all children with the opportunity for education, which can be defined as a functional learning environment with a trained teacher and learning materials. Beyond enrolment, issues of retention, drop-outs, quality and learning achievement are critical areas of concern in all regions. Girls' education continues to dominate the programme focus in South Asia, sub-Saharan Africa and some countries of the Middle East. A CIDA aid package of $27 million for girls' education and the elimination of IDD in 19 African countries will help to continue progress in these areas.

79. The revitalization of primary schools was an important strategy of UNICEF-supported programmes during 1994. In India, the teacher empowerment project in the state of Madhya Pradesh motivated teachers to transform classrooms into exciting learning environments, at a modest cost. Myanmar implemented a programme to strengthen links between schools and community organizations in order to identify and enrol out-of-school children. UNICEF is supporting primary education projects in Chile, the Dominican Republic, Guatemala, Honduras and Peru, using a multigrade approach to initiate innovations in teaching/learning practices, within the regular school system. The social mobilization process in Brazil linked basic education to children's rights through dialogue and community partnership. In Cambodia, Ecuador and Ghana, projects are addressing common problems such as school repetition and low school retention, as well as revising the national curriculum and textbooks to focus on quality education, and developing a broader network of educational opportunity for children outside the school system.

80. Alternative non-formal educational programmes reached out-of-school children in a number of countries, including, for example, the community schools initiative in Egypt; a programme for commercial farm workers in Namibia; a programme for demobilized female combatants in Eritrea; the rehabilitation of Koranic schools and madrassas (community religious schools) in Mali, Mauritania, Senegal and Somalia; the "Complementary Opportunity for Primary Education" programme (referred to as COPE) in Uganda; "Home Schools" in Pakistan; and the Bangladesh Rural Advancement Committee.

81. Enhancing national capacity to deliver basic education forms an important part of UNICEF activities. Training of teachers and administrators and upgrading of their skills were part of programmes in China, the Lao People's Democratic Republic and Zambia, for example. The formation and training of village education committees, school management committees and learning coordinators were introduced in Nepal and Pakistan. Together with the UNESCO International Institute for Educational Planning, UNICEF organized policy seminars for government counterparts in Amman, Jordan, and Kathmandu, Nepal, as well as numerous other workshops on decentralization and analysis of education for UNICEF staff and key partners. Sectoral analyses of education have been conducted or are ongoing in Botswana, Ethiopia, Kenya, Swaziland and Zimbabwe.

82. UNICEF continues its advocacy for girls' education in various forums so that education programmes in countries with gender disparities reflect a greater awareness of this issue. Many countries have implemented programmes targeting girls, including Morocco, the Sudan and Yemen. In China, special programmes have been devised to deal with local constraints affecting the enrolment of girls. With the support of communities and educators, and through the provision of financial assistance and sibling care, there has been a significant improvement in girls' enrolment rates.

83. Building partnerships for girls' education has been an important part of UNICEF activities. At global and regional events, UNICEF advocated policies and strategies to promote girls' education. The provision of assistance by CIDA for girls' education in Africa is an example of such a partnership. This cooperation is expected to extend to other countries, offering comprehensive universal primary education programmes that target girls. Other activities include collaboration with UNESCO, the World Bank and the Federation of African Women Educationalists, as well as preparations for the Fourth World Conference on Women to be held in Beijing, China, in September 1995.

84. Early childhood development (ECD) programmes were implemented in some 70 countries as supportive strategies for achieving the goal of basic education. The programmes focus on developing policies and strategies for integrated, community-based, low-cost, early childhood care systems, and on strengthening the capacities of UNICEF offices to promote ECD. To this end, a multimedia parents' education project, with animated Facts for Life messages, is being implemented in Middle Eastern and North African countries. Collaboration with international agencies and NGOs again figures prominently in UNICEF work for promoting ECD, including staff training and preparedness for primary schools.

85. In cooperation with UNESCO, UNICEF has sponsored several initiatives for capacity-building and monitoring of primary education systems. Indicators and methodology for assessing and monitoring learning achievements at the primary level were developed in China, Jordan, Mali, Mauritius and Morocco. In another collaborative initiative, a project to disseminate information about innovative solutions for educational problems has been organized. Five case studies have been published, and a video-bank containing over 100 videos on innovative techniques has been updated. UNICEF and UNESCO, in collaboration with the University of Hamburg (Germany), initiated a rapid survey of primary schools in the least developed countries with the aim of assessing the present situation and the feasibility of achieving the goals. The UNESCO/UNICEF Joint Committee on Education met in 1994 to review and guide the collaborative work of the two agencies.

86. During the last year, events in Bosnia and Herzegovina, Liberia and Rwanda underscored the educational needs of children in emergency situations. UNICEF and UNESCO have formulated the "school in a box" emergency education project for Rwandan children. Research on operational aspects and advocacy to persuade donor Government policy makers of the importance of education in emergency situations are needed to ensure adequate attention to this subject.

Water supply and environmental sanitation

87. In 1994, UNICEF provided assistance to 73 developing countries to help achieve water supply and sanitation goals for the decade by assisting in formulating appropriate policies, developing comprehensive sectoral plans and adopting viable strategies. Although the scope of this assistance varied from country to country, in essence UNICEF supported capacity-building, enhanced sectoral planning, policy formulation, the promotion of hygiene education,

appropriate technologies, monitoring and evaluation of sectoral activities, technical exchange and cooperation, and sectoral fund-raising. UNICEF also supported studies on cost-reduction and cost-effectiveness, the time and energy spent on water collection and hygiene behaviour. The limited global funds for this sector were used to support innovative, country-level initiatives undertaken with other partners.

88. Situation analyses prepared by field offices show that the greatest challenges remain in Africa, where coverage levels continue to be the lowest and are anticipated to remain low unless massive efforts are made to mobilize resources, pursue appropriate policies and strategies, and increase support for capacity-building. The current coverage gap in sanitation is widening, which undermines efforts to improve health. Therefore, the focus of programme efforts has shifted to sanitation coverage and the promotion of healthy hygiene practices. Relevant interventions are being integrated with health, nutrition and education activities. Indicators are being developed to identify problems related to sanitation and hygiene and to help gauge progress.

89. Two complementary approaches are being followed to promote expansion of services in a sustainable way. The first is the introduction of water supply and sanitation solutions at low cost and using low levels of technology. This strategy is most applicable in countries where the unserved population is large, exceeding 10 million, as in Ethiopia, Kenya, Morocco, Mozambique, Nigeria, South Africa, Uganda, the United Republic of Tanzania and Zaire. The second strategy involves acceleration of coverage of water supply and sanitation programmes in general and is used in countries with better performance indicators, including Botswana, Burkina Faso, the Comoros, the Côte d'Ivoire, Gabon, the Gambia, Swaziland and Zimbabwe. These countries also serve as examples to their neighbours.

90. In March 1994, a global consultation on water and environmental sanitation held in Bangalore, India, brought together professionals from UNICEF and its partners as a step in developing a new strategy paper, which will be presented to the Executive Board at its 1995 annual session (E/ICEF/1995/17). The meeting allowed participants to review and formulate policies and strategies for maximizing the health, social and economic benefits of universal and sustainable sanitation, hygiene education and water supply.

91. Emergency situations during the year repeatedly put women and children at risk from a breakdown of water supply and sanitation services. In Rwanda, emergency assistance helped to alleviate the sufferings of those affected by the conflict. The Rwandan situation again underscored the importance of preparedness and effective management of logistics for low-cost and easily implementable solutions in emergency situations.

92. In November, an inter-agency mission led by UNICEF visited South Africa to assess the water supply and sanitation sector and helped to develop strategies for a complex transitional situation. The Government's White Paper on Water and Sanitation affirmed the principle of "some for all rather than more for some".

Gender and development

93. Following Executive Board approval of the policy paper on gender equality and the empowerment of women and girls (E/ICEF/1994/13, decision 1994/A/4), the secretariat immediately began follow-up measures. The shift in emphasis from women in development to gender and development reflected the importance of examining and changing gender relations as a basis for advancing the empowerment of women. The life cycle perspective was adopted as a means to underscore the

pattern of disadvantage and the conditions causing it at different stages in the life of girls and women. The women's equality and empowerment framework is being used increasingly as an operational tool to bring the gender perspective into all programme activities.

94. The UNICEF gender analysis training package was finalized and subsequently translated and adopted in Egypt, Indonesia, Mali, Pakistan, the United Republic of Tanzania, Viet Nam and several Latin American countries. Over 800 UNICEF staff and 3,200 Government and NGO counterparts received training in gender analysis and implementation techniques for the framework. A global network of gender experts provided the necessary technical support for capacity-building and translating policy objectives into country programme activities. Incorporation of the gender perspective in country programmes has resulted in modifying programme recommendations for Bangladesh, Eritrea, Indonesia and Uganda to include concrete proposals for gender-responsive actions.

95. Participants from 25 countries and from UNICEF, other development agencies and NGOs joined in the interregional consultation on the girl child held in Anand, India. The consultation emphasized the need to analyse gender disparities and discrimination at each stage of the life cycle in order to help develop advocacy, policy recommendations and action programmes for their elimination. In India, the Islamic Republic of Iran and several other countries, UNICEF supported specific measures directed at improving the quality and quantity of education for girls. In Burkina Faso and the Sudan, UNICEF supported national initiatives to eliminate the practice of female genital mutilation. In South Asia, the "Meena" video series is gaining in popularity, and in Jamaica, videos aimed at reducing gender stereotyping among boys and girls in secondary education are being developed.

96. With the increasing vulnerability of women and girls in situations of armed conflict, the issue of violence against women has emerged as a serious problem. Work is under way on including gender issues in UNICEF emergency guidelines and programmes. UNICEF currently is collaborating with the United Nations Development Fund for Women (UNIFEM) in the "African women in crisis" initiative. Another UNICEF/UNIFEM project is on promoting a non-violent family environment.

97. A redefinition of gender roles is imperative for the advancement of women. A major part of this process is redefining familial and parental responsibilities and the role of men, and the economic, social and demographic implications thereof. As part of the agenda for the Year of the Family, an action plan has been formulated by UNICEF, through the collaboration of the Gender and Development Section and the Evaluation and Research Office, to encourage gender-equitable relationships in the family.

98. In preparation for the Fourth World Conference on Women, UNICEF has prepared and disseminated advocacy and technical documentation, raising issues of particular relevance to UNICEF, in collaboration with other agencies and NGOs.

Urban services

99. By the year 2000, one half of the world's population will be urban residents, and by 2030, urban populations will be twice the size of their rural counterparts. This process of rapid urbanization is affecting women and children the most by creating problems of air and water pollution, land degradation and contamination from untreated sewage and uncollected solid waste. It also is compounding the problems of poverty and malnutrition in urban centres

that cannot cope with the increased demand on resources. UNICEF is concerned about the lack of adequate investment in urban infrastructures and about the strain on the already overstretched urban services for women and children.

100. Working through the "Mayors as Defenders of Children" initiative and existing municipal structures, UNICEF hopes to achieve a decentralized policy aimed at providing tailor-made solutions for the individual mix of problems faced by any urban area. The cooperation produced by this collaboration also can be used to implement aspects of NPAs relating to vulnerable groups and children. At the Colloquium of Mayors, held in Paris, France, in December 1994, UNICEF presented "The Municipal Dimensions of an Agenda for Children", a background paper illustrating how NPAs and improvements in health services for children can be implemented by municipalities.

101. Part of the challenge is to incorporate the concerns of the urban poor into NPAs and country reporting and monitoring mechanisms. A joint urban strategy, based on collaboration and the pooling of resources with other development agencies working in urban areas, is being pursued for an optimal programme. In order to implement the provisions of Agenda 21 within urban areas, UNICEF has been working closely with WHO, UNDP and the United Nations Centre for Human Settlements (Habitat). The Urban Section has been appointed the UNICEF focal point for the Habitat II Conference in 1996. The section will continue to work with key national and international partners towards the goals of the World Summit for Children and Agenda 21 relevant to urban populations.

Children in especially difficult circumstances

102. The provisions of the Convention on the Rights of the Child on protection concern all forms of violence, abuse and exploitation of children and are becoming increasingly useful tools for worldwide efforts to address problems of children in especially difficult circumstances (CEDC). Monitoring implementation, through the reporting process, has given the Committee on the Rights of the Child opportunities to highlight flagrant violations of children's rights and the need for special protective measures.

103. During 1994, child labour, children affected by armed conflict and the sexual exploitation of children were identified as priorities, along with efforts to integrate protection issues and concerns throughout UNICEF programme activities. At headquarters, programmatic links have been established between the CEDC Section and the Office of Emergency Programmes, the health and education clusters, the Child Rights Section and the Evaluation and Research Office to ensure that protection issues are incorporated within the larger programming process. Regional advisers are the main focal points in the field and work in close collaboration with the CEDC Section. The UNICEF commitment to the protection of CEDC was expressed by the late Executive Director in his speech on child rights to the Third Committee in late 1994. In addition, in September 1994, the Deputy Executive Director, External Relations, testified at a hearing on international child labour sponsored by the United States Senate Labor Sub-Committee.

104. The secretariat proposes to present to the Executive Board in 1996 a policy review on the protection of children in the context of a holistic view of child rights and the UNICEF role in supporting implementation of the Convention. In many countries, however, implementation continues to be hampered by such factors as structural adjustment, the burden of external debt, violence and civil strife.

105. A group of educators and child labour experts, representing the International Labour Organisation, the World Bank and UNICEF, met in September 1994 in New York to formulate strategies to strengthen the link between child labour and primary education, as well as to develop mechanisms for effective inter-agency cooperation on this issue. In Bangladesh and India, UNICEF, in collaboration with national authorities and NGOs, has helped to forge a commitment to implement new national policies on the progressive elimination of exploitative child labour. The aim is to place working children in improved, accessible and dynamic education programmes and to win over parents by providing financial incentives. Similar policy initiatives are being developed with key partners in East Asia and the Pacific and the Middle East and North Africa.

106. Efforts for improved protection of children affected by armed conflict have been an important concern in the past year in Liberia, Rwanda and the former Yugoslavia. In Mozambique, the Convention has been used successfully as a tool for negotiating the release of child soldiers, who are now placed in temporary shelters and provided with health and rehabilitation services. Former child soldiers are being reunited with their families.

107. The CEDC Section, in collaboration with the Office of Emergency Programmes, has developed a conceptual framework for improving programming for the psycho-social needs and the rights of children affected by armed conflict and unaccompanied children, in close collaboration with academic institutions and such international NGOs as the International Catholic Child Bureau and the International Save the Children Alliance. The framework also includes a series of case studies on community mobilization and the strengthening of indigenous coping mechanisms as strategies for the improved protection of families and children in distress.

108. The sexual exploitation of children, particularly child prostitution and child pornography, received increased attention during 1994. In several countries, including the Philippines, Sri Lanka and Thailand, NGO partners are implementing programmes for the prevention, rehabilitation and social reintegration of children and youth who have become victims of prostitution. Specific projects aimed at preventing child prostitution provide social services, including education and vocational and leadership training for girls at risk in rural and urban areas.

109. The provision of such PHC measures as immunization, nutrition and safe motherhood services have had a major impact in preventing polio, cretinism, blindness and certain birth defects. At the same time, due to improved survival measures, population growth and increasing numbers of injuries from abuse and armed conflicts, the number of disabled children is increasing. To improve the quality of life of children with disabilities, UNICEF-assisted programmes have concentrated on capacity-building, home- and community-based rehabilitation, training and the identification and support of realistic strategies for integrating disabled children into mainstream primary education. For example, in such countries as China, Dominica, Jamaica, Mongolia and Sri Lanka, expanded community-based rehabilitation programmes and the training of parents and community workers in home-based early detection and stimulation methods have been instituted. Mozambique and Nepal have supported capacity-building for national organizations for disabled persons and the training of NGOs. Integrated primary education for children with disabilities has been a focus in Angola, Belize, Ethiopia, India, Nicaragua and Panama. In such war-affected countries as El Salvador and Liberia, assistance is provided for land-mine awareness and the production of low-cost artificial limbs and other devices.

D. Other major programme responses

Africa

110. The challenge for UNICEF in Africa remained undiminished in 1994, exacerbated by several new and continuing emergencies. In spite of the human tragedy and an emergency of unprecedented dimensions in Rwanda, progress is being made in a number of African countries that does not capture the attention of the media. In 1994, the Executive Board reaffirmed its commitment to Africa as a region of greatest need and highest priority for UNICEF (E/ICEF/1994/13, decision 1994/A/3). To this end, UNICEF continued to give a high priority to sub-Saharan Africa in the allocation of financial and human resources and in its advocacy efforts. UNICEF continued its efforts to secure increased donor financing to meet specific goals in Africa. In 1994, the United States provided substantial funding for immunization goals in Africa, while CIDA provided funds for girls' education and the elimination of IDD in 19 African countries. The secretariat hopes that other donors will increase their support for addressing specific problem areas in Africa, taking a broad programme approach. A more detailed analysis of programmes in Africa can be found in the progress report on ensuring child survival, protection and development in Africa being presented to the present session of the Executive Board (E/ICEF/1995/18).

Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

111. The aftermath of the break-up of the former Soviet Union is still being felt today, as countless ethnic groups continue to stake their claim for independence and self-determination. The States of Central Asia and the Caucasus, which have already gained independence, are struggling with the challenges of reorganizing their societies and surviving in the global market place.

112. Pending the establishment of a new regional office, UNICEF has established a regional support team at New York headquarters to deal with the emerging programme priorities of this region in transition. The challenges confronting UNICEF can be summarized as follows:

(a) How can UNICEF build upon the achievements of the countries until 1991 to stem the deterioration in the situation of women and children and the collapse of the social safety net?;

(b) What role can UNICEF play to generate a more varied response by donors to the growing needs in many of the countries?;

(c) What initiatives can be taken with regard to countries where UNICEF may not have full-fledged country programmes, but where there is a need to address some pressing problems of children and women in this critical period of transition?;

(d) Keeping in mind the unique needs of the region, how can the capacity and structure of staff be strengthened in the short term and once the regional operation has been shifted to the field?

113. Key social, economic and political indicators in the region continued to decline during 1994. The dimensions of the problems created by transition and independence were discussed in the UNICEF report, Crisis in Mortality, Health and Nutrition, published in August 1994. According to the report, there is runaway inflation in most of the countries, in addition to widening unemployment

and a breakdown of social services that has eliminated an extensive social safety net. The consequence is a near total collapse of health care, basic education and nutrition services, with little or no public financing for growing public needs in these areas. Another publication, Women in Gender in Countries in Transition: A UNICEF Perspective (1994), provides insights into areas of particular concern to women, reviews policy implications of gender-related issues and provides direction for future programming in the region.

114. Under-five mortality rates (U5MRs) remained at 1992 levels, except in Albania, Moldova and Slovakia, where increases have been registered. The highest U5MRs are reported in Afghanistan (257 per 1,000 live births), Turkey (84) and Azerbaijan (52). Although immunization coverage rates for the region are generally good, outbreaks of diseases such as diphtheria have been reported recently.

115. By the end of 1994, virtually all countries in the region had ratified the Convention on the Rights of the Child, and almost all the ratifying countries had submitted reports to the Committee on the Rights of the Child. Five countries have prepared NPAs and two more are drafting their NPAs.

116. An area of grave concern continues to be the degradation of the environment. In Afghanistan, Azerbaijan, Tajikistan, countries of the former Yugoslavia and the Caucasus region, protracted armed conflict and land-mines pose threats to children. The situations in several countries, including Armenia, Azerbaijan, Georgia and Tajikistan, continue to qualify as emergencies. In the Caucasus, with more than 50 ethnic groups asserting ethnic identities and attracted to calls of self-determination, women and children are increasingly at risk. Assistance is being provided in the areas of health, education and the provision of winter supplies, supported by emergency contributions. Development programmes for children and women in these countries can be implemented only when conflict and violence are bought under control by political settlement.

Emergency operations

117. In 1994, the world witnessed unrelenting civil strife. In Rwanda alone, over 500,000 people were killed by the civil war. Over 18 million people were compelled to flee their homes because of emergencies, 7 million of whom were children. Close to 25 million people were displaced within their own countries during the year. Despite massive international efforts, major challenges threaten to paralyse United Nations relief efforts. In Bosnia and Herzegovina, where 4.3 million people depended on international assistance for essential supplies of medical aid, water supply and sanitation programmes and assistance to children in especially difficult circumstances, relief workers and peace-keepers have become targets of violence.

118. In 1994, Africa remained the continent with the greatest needs. Unaccompanied children and internally displaced people were a major challenge for UNICEF in Rwanda, where an unprecedented relief effort was mounted to protect refugees from the rapid spread of disease and famine by restoring the cold chain and providing essential drugs and vaccines. In Angola and Burundi, UNICEF continued to provide assistance in the areas of health, education and water supply and sanitation. In Mozambique, under a national plan of reconstruction, UNICEF has reoriented its emergency activities towards rebuilding basic services for health, water supply and sanitation and education. In Liberia, despite facing an increasingly difficult situation, UNICEF continued to provide essential emergency services. Trauma counselling and physical rehabilitation for handicapped children were priorities, as were programmes for violently abused women and girls and vocational training for child soldiers.

119. In Armenia, Azerbaijan, Georgia and Tajikistan, UNICEF helped to address the special needs of refugee populations and displaced people through the re-establishment of the cold chain, the provision of basic vaccines and health supplies, and support for ailing educational systems.

120. The Convention on the Rights of the Child offers an opportunity for policy and programme development related specifically to children affected by civil strife or armed conflict. In addition, at a meeting on the plight of child soldiers early in the year, UNICEF advocated ratification by Governments of an Optional Protocol to the Geneva Convention which prohibits the recruitment and use of children under the age of 18 years as combatants. A comprehensive report on UNICEF emergency operations was presented to the Executive Board at its first regular session of 1995 (E/ICEF/1995/5). In addition, a mission statement on the role of UNICEF in emergencies is being drafted as part of preparing an overall statement of the UNICEF mission (see E/ICEF/1995/AB/L.11).

E. Other supporting activities

Programme evaluation and research

121. During 1994, the Evaluation and Research Office conducted thematic reviews of programme areas, strategies and issues of critical relevance to UNICEF. Thematic evaluation activities initiated at headquarters focused on the lessons derived from efforts for sustainable poverty alleviation; the role of men in the family; a review of UNICEF experience working with children in armed conflict; and lessons learned regarding sustainability of the universal child immunization initiative. The results of the thematic evaluations are being disseminated globally through the "Evaluation and Research Working Papers" series. The "Evaluation and Research Newsletter" is used for disseminating results from both global and country-level evaluations.

122. The evaluation database was updated to include suggestions by field offices and currently is being utilized by country offices in the management of evaluation activities and generally as a management tool. By March 1994, 5,062 completed evaluations and studies had been recorded, with small variations in proportion by region. The most widely reported subject in all evaluations and studies was health (37 per cent), while education, nutrition and women's issues (12-13 per cent) were less widely covered.

123. In support of the achievement of the mid-decade goals and their evaluation, the Evaluation and Research Office, in collaboration with the Planning and Coordination Office, hosted a workshop in Bangladesh for regional monitoring and evaluation focal points. Resource persons from CDC, UNICEF, WHO and key government agencies participated in the workshop. During December 1994, a similar workshop was held in Abidjan, Côte d'Ivoire, for participants from the West and Central Africa region.

124. During 1994, the secretariat worked on the preparation of sectoral strategy papers for submission to the Executive Board on health, basic education and water supply and sanitation, all of which attempt to respond to the strategic programming issues raised by the multi-donor evaluation. At its first regular session of 1995, the Board reviewed a report entitled "Towards a general programme strategy for UNICEF" (E/ICEF/1995/CRP.5), which was prepared as follow-up to the multi-donor evaluation. The report briefly described the rationale and balance of the main intervention strategies applied in country programmes to achieve the objectives of UNICEF. It also summarized the criteria used in adapting these general strategies to country situations, indicated how the strategies would be applied in country programmes and listed the operational

measures that have been undertaken or are under way to help clarify the implications of the evaluation and apply its recommendations to programmes.

Programme information management

125. Programme Division has developed a computerized model of a programme information and planning system called the programme manager. At the end of 1993, the model was successfully pilot tested in several field offices. Both the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNDP have expressed strong interest in the resulting product. Through a process of consultation, suggestions for improvements have now been incorporated into the programme manager system, which should be finalized in the first quarter of 1995.

126. Implementation of the programme manager system will require an overhaul of the programme information database, which will enable UNICEF to better support its growing information needs. Once implemented, the new programme will create a greater synthesis between UNICEF programme policies and field activities.

127. During 1995, the programme planning procedures manual will be revised to include the programme manager system. Additionally, a computerized textbase will be developed to provide on-line information, similar to the system currently in use for the reporting of the mid-decade goals and all UNICEF annual reports. This will not only provide easy access to information via textbase, but also facilitate the updating of information on a regular basis. Further development and implementation of the programme manager will be in conformity with implementation of the management study.

Programme communication and social mobilization

128. Research and reflection during 1994 identified the need for new communications approaches that build sustainability in achieving the goals for children and women. Three case studies dealing with indigenous experiences in social mobilization were initiated, concentrating on Burkina Faso, Guinea-Bissau and Sierra Leone. The results of these studies will be used to help identify strategies and programmes for social mobilization in West Africa. A case study on the social mobilization campaign for the expanded programme on immunization in Colombia has been widely distributed.

129. A participatory learning package, "Strengthening Participatory Attitudes and Practices in Communication and Development", has been prepared to encourage UNICEF field staff and key national partners to introduce participatory approaches in their development work. The major issues addressed through the package are adult learning, problem-solving, strategies for encouraging ownership and empowerment of communities, social communication skills, and qualitative and quantitative evaluation.

130. There has been a strong response to a training programme in social mobilization developed with the assistance of Tulane University (United States), with eight countries participating in the network that has been established for this purpose: Benin, China, Ecuador, Ethiopia, the Philippines, Thailand, the United Republic of Tanzania and Viet Nam. Other countries have initiated similar programmes and activities.

131. A consultation on the future role of programme communication and social mobilization was held in November 1994. The resulting recommendations will guide the Programme Communication and Social Mobilization Section to become more effective in serving country programmes.

Non-governmental organizations

132. NGOs continued to be indispensable partners during 1994, collaborating at various levels with UNICEF on such key projects as implementation and monitoring of the Convention on the Rights of the Child, follow-up to the goals of the World Summit for Children and emergency assistance programmes. In Rwanda, for example, UNICEF worked closely with NGOs to orchestrate cross-border interventions to assist women and children affected by civil war, especially in the unaccompanied children's centres. Currently, UNICEF is developing policy guidelines for cooperation with NGOs to govern collaborations in emergency situations.

133. The NGO Group on the Convention on the Rights of the Child, based in Geneva, has published "A Guide for NGOs: Reporting to the Committee on the Rights of the Child" to enable NGOs to assist international agencies in collecting and evaluating information and records of implementation. In Nepal, for example, intensive efforts by NGOs and the National Planning Commission have resulted in Nepal being the first State to incorporate children's opinions into its report to the Committee on the Rights of the Child. At the field level, NGOs have become formal partners in the formulation of NPAs in more than 90 countries.

134. UNICEF worked with NGOs during preparations for ICPD, WSSD and the upcoming Fourth World Conference on Women. In the future, UNICEF plans to encourage a greater role for local NGOs in assisting national Governments to implement the Convention and with subsequent monitoring.

Goodwill Ambassadors and other allies for children

135. During 1994, Harry Belafonte and Tetsuko Kuroyanagi both visited Rwanda and nearby areas, and Sir Richard Attenborough travelled to Kenya, South Africa and Swaziland. Goodwill Ambassadors Roger Moore, Sir Peter Ustinov, Liv Ullman, Julio Iglesias, Youssou N'Dour and other celebrities, including Renato Aragao, Mario Kreutzenberger and Leon Lai, continued their efforts for advocacy on behalf of UNICEF and for the world's children in 1994. American singer and peace advocate Judy Collins began her work as a UNICEF special representative by supporting the launch of the United States edition of I dream of peace (see para. 145 below).

136. In August, Harry Belafonte, accompanied by his wife Julie, met with Rwandan President Pasteur Bizimungu and visited UNICEF-assisted shelters for unaccompanied children in south-western Rwanda and eastern Zaire. On their return, the Belafontes used their visit to initiate an active media campaign to solicit support for the Rwanda relief effort in Canada and the United States. Tetsuko Kuroyanagi visited unaccompanied children in the camps of Goma and Bukavu, Zaire, after which she made a 90-minute documentary on her mission. Her visit received prime-time news coverage in Japan.

137. Sir Richard Attenborough met with King Mswati of Swaziland, South African President Nelson Mandela and many other dignitaries to advocate a broad spectrum of initiatives for children. Upon his return to the United Kingdom, Sir Richard worked to publicize the many UNICEF-assisted programmes he had visited.

National Committees for UNICEF

138. National Committees for UNICEF continued to play a crucial role during 1994, providing information about and increasing awareness of UNICEF programmes in industrialized countries. In addition, the Committees contributed over one

fourth of the UNICEF budget through sales of greeting cards and other fund-raising activities. More than 50 per cent of the supplementary funds received for Rwanda alone came from the National Committees. Three new National Committees were added during 1994, in Andorra, the Czech Republic and Estonia, bringing the total to 37 worldwide. The year 1994 also witnessed the formalizing of relations between the National Committees and UNICEF in the form of the Recognition and Cooperation Agreement. To date, more than one half of the National Committees have completed the signature process.

139. The Convention on the Rights of the Child continued to motivate the work of the Committees, providing them with a clear framework to advocate various aspects of child rights. Several National Committees were instrumental in ratification of the Convention in their own countries and some have been called upon to help their Governments monitor its observance. The National Committees already have taken an active role in educational and informational activities relating to the Convention, educating volunteers about child rights through such seminars as "training of trainers". In the future, National Committees are expected to increase their dynamic role in the process of ratification and implementation. They have committed themselves to improve their managerial ability in order to increase their fund-raising performances.

Information, communications and media relations

140. The communications revolution has placed UNICEF at the threshold of world-wide advocacy opportunities on a scale that could not have been imagined even a few years ago. Satellites have opened up the world of television, creating hundreds of new channels and an unprecedented demand for programming. Successful media initiatives such as the International Children's Day of Broadcasting, the "Meena" video series in South Asia, the Plaza Sesamo television series in Latin America and the Maximo animation project in Ecuador have opened doors to major "players" in the entertainment industry. Developments in electronic information have provided access to millions of potential users through networks such as the Internet. To take advantage of those opportunities, UNICEF must stay abreast of technological change.

141. The 1995 State of the World's Children report was launched by the Deputy Executive Director, Operations, at United Nations Headquarters in New York on 15 December 1994. Simultaneously, it was launched around the world by senior UNICEF officials, National Committees for UNICEF and UNICEF country offices. The report received prominent coverage from broadcast and print media, including major United States and international networks and newspapers. Response to the findings published in the report came swiftly. At a press conference in Toronto held by the Director of Programme Division, the Government of Canada announced a contribution of $27 million for UNICEF programmes to combat IDD in Africa and Asia and dracunculiasis in Africa. Dignitaries and national leaders also contributed to the global launch of the report.

142. The Progress of Nations was launched in Brussels, Belgium, on 21 June 1994 at a joint press conference by the late Executive Director and Archbishop Desmond Tutu. As well as receiving extensive media coverage, the report sparked many positive developments. In India, for example, it was presented to the Speaker of the Lok Sabha (House of Representatives), who asked UNICEF to brief members of Parliament on progress towards the goals for mid-decade and the year 2000. In New Zealand, the Government promised to increase support for domestic youth mental health services. Fourteen Italian universities included the report in the curriculum of their courses on education for development. In the United Kingdom, the report helped the Labour Party's overseas aid team to advocate the 20/20 concept. The report also was made available on the Internet.

143. The International Children's Day of Broadcasting is one of the best examples of new opportunities in electronic information, with audiences estimated in the hundreds of millions and endorsements by heads of States and celebrities. Programmes broadcast for the International Children's Day of Broadcasting dealt with a broad range of children's concerns, with children's rights among the most popular themes. In 1994, the International Council of the National Academy of Television Arts and Sciences (which confers International Emmy Awards) and UNICEF established an award for an outstanding International Children's Day of Broadcasting programme presentation by a broadcaster outside the United States, to be presented annually at the International Emmy Awards Gala. This award presents another excellent opportunity for advocacy of children's issues.

144. UNICEF continued its efforts to harness the power of animation to tackle development issues at the Animation for Development Workshop and Summit held in November in Orlando, Florida (United States). Hosted by Walt Disney Feature Animation, the workshop brought together for the first time UNICEF staff, world-class animators, NGOs and leaders of the animation industry to enhance CSD through creative communication. Over 55 countries were represented at the workshop, including participants from more than 40 UNICEF field offices. Major partners from the animation industry included Walt Disney, Warner Brothers, the National Film Board of Canada, Hanna Barbera, Children's Television Workshop, Nickelodeon and ASIFA (the international animation society). At the conclusion of the two-day "animation summit" held at the end of the workshop, more than 60 animators from all over the world signed a declaration offering to use their skills to contribute to the rights of children.

145. In a new initiative with commercial publishers, UNICEF and many National Committees launched the 80-page, full-color book, I dream of peace, in April-May 1994. Published in 10 languages in more than 18 countries, the book consists of writings and drawings by children from all sides of the conflict in the former Yugoslavia. As of October 1994, UNICEF royalties from the book had amounted to more than $200,000, and they will to go to programmes for children affected by war.

146. The rapid increase in the magnitude and complexity of crises in which UNICEF was involved presented a major information challenge in 1994. By far, the greatest challenge was the Rwanda emergency, not only because of its suddenness and complexity, but because of the many neighbouring countries involved. The Rwanda emergency showed the tremendous power of the media, especially television, in influencing public opinion and triggering an international response. This media visibility proved crucial to increased fund-raising and to the public perception of the organization, especially in connection with unaccompanied children, an area in which UNICEF took a leadership role in shaping policy and planning action. The UNICEF media and advocacy strategy included organizing press conferences and media briefings, issuing press releases and advisory bulletins, sending emergency information notes about the latest developments to National Committees, arranging media interviews and ensuring a strong information presence "on the ground".

147. The pressures from such other emergencies as those in Angola, Haiti, Liberia, Somalia, southern Sudan and the former Yugoslavia were equally substantial. More than one half the press releases issued by UNICEF in 1994 were on emergency operations. At the same time, the National Committees' need for a continuous flow of current information materials led to a significant increase in the number of emergency information notes and advisories issued.

148. In 1995, increased emphasis needs to be placed on information and education for children in emergency situations. As the lead time required by international agencies to respond to imminent emergencies decreases, the importance of effective and timely communication becomes central to operations and to ensuring donor support. As illustrated in Rwanda, creative solutions such as the "school in a box", resulting from inter-agency cooperation, can help to guide and structure the lives of children in emergency situations. Of equal importance will be the exploitation of electronic communications for advocacy and the dissemination of information on such key policies as the Convention on the Rights of the Child.

149. In 1994, television projects were developed with television networks in Australia, Belgium, Canada, Denmark, France, the United Kingdom and the United States. A Danish programme on child labour won the prestigious Japan Prize. Other co-productions covered emergencies, notably in Angola, Liberia and Rwanda. Two major co-productions were aired globally by British Broadcasting Corporation (BBC) World Service television: one addressed children's issues in Guyana and Suriname and the other was about ORT, highlighting its use in Bangladesh, Mexico and the United States. UNICEF spots were (and continue to be) aired on the Cable News Network (CNN), CNN International, Star TV and many national services. Radio co-productions continued with Radio France International, Vatican Radio and the BBC World Service, including an innovative series on Facts for Life in indigenous languages.

150. UNICEF produced several new videos in 1994, including Towards 2000, about UNICEF as it approaches its fiftieth anniversary; The Children's News, on the Convention on the Rights of the Child in action; and Rights of Passage, a magazine programme about young women and their struggle for equality in developing societies.

151. While scaling back general interest publications, UNICEF produced more targeted materials, especially those tailored to such events as ICPD and WSSD. Among these leaflets and brochures were "Children, Population and Development"; "Too old for toys, too young for motherhood"; and "ORT - A Solution for Survival". Two other publications produced in 1994 provide an overview of information about UNICEF and children. "UNICEF at a glance" summarizes what UNICEF is and what it does. "UNICEF Facts and Figures 1994-1995" emphasizes progress towards the mid-decade goals. Publications covering issues of children affected by war were Land-mines: A scourge on children; and Children in War: Wandering alone in southern Sudan.

152. These materials were produced in addition to the regular publications "First Call for Children", the Annual Report and "BFHI News". The Features Service, begun in late 1992 to provide success stories to National Committees and the media, produced and distributed 55 articles in 1994, which appeared in many newspapers and magazines around the world. UNICEF also participated in co-publications, including Rescue Mission and Tell the world.

153. Two new services begun in 1994 - "Speakers' notes" and country profiles - aimed at ensuring that the information provided to external audiences is clear, correct and comprehensive. The "Speakers' notes" summarize UNICEF policy and provide source material for people giving speeches and interviews or writing articles about UNICEF. To date, "Speakers' notes" have been produced on 12 topics. The country profiles, developed at the request of the National Committees for UNICEF, are summary fact sheets about developing countries; to date, six have been finalized.

154. The Rwanda emergency consumed a major portion of the Division of Information's photo activities in 1994, with almost 300 photos of the emergency distributed to 54 offices worldwide. Altogether, UNICEF distributed more than 1,700 photos, with emergencies accounting for more than 50 per cent of the total, compared with 30 per cent in 1993. The number of additional photo requests fulfilled by UNICEF doubled from 1993 to a total of almost 800. The year ended with new emergency coverage of Haiti and the former Yugoslavia. UNICEF also increased its cooperative relationships with media photographers, including the well known Sebastiao Salgado.

155. Work on existing projects funded by the Global Communication Support Fund progressed with excellent results, and 10 new projects were approved in 1994. Production of 130 half-hour Plaza Sesamo programmes was completed, and the new series was launched in Mexico in January 1995. Four "Meena" episodes have been completed and another four are in varying stages of production. A number of training activities took place in Costa Rica, Mongolia, the Philippines and Singapore. The Fund's newly approved projects include "Communication for Learning" in the Middle East and North Africa; a television script writer' workshop held in Cairo; seed money for Soul City, a television and radio soap opera in South Africa; training in radio and television production in China; and the establishment of a journalists' information centre on children's issues in Panama.

Education for development

156. The year 1994 saw the continued expansion of education for development. Its primary focus remains the youth sector in industrialized countries. The Education for Development Section in New York and Geneva supported National Committees in their outreach to young people through schools, teachers, youth organizations and youth media. This outreach included the production of educational material, organization of workshops for teachers, mobilization of education authorities, organization of youth campaigns and competitions, and networking with partner NGOs. All activities were aimed at increasing young peoples' awareness, interest and involvement in global development, peace and justice.

157. In 1994, there was also a marked increase of interest from the field, as a growing number of UNICEF country offices found the ideas and methods of education for development relevant to their needs. Particular interest was shown in strategies for peace education and conflict resolution. Education for development provided sample teaching materials, technical assistance and training strategies for peace education initiatives in the Middle East, East Africa, the Caribbean and Eastern Europe.

158. At the forty-fourth International Conference on Education, UNICEF made a presentation on education for peace. UNICEF also helped to organize a special colloquium for educators in Copenhagen on the major issues addressed by WSSD.

Fund-raising

159. Financial support to UNICEF reached a new peak in 1994, with contributions exceeding $1 billion for the first time, exceeding the medium-term plan projection by 13 per cent.

160. While every single contribution played its role in this achievement, special mention must be made of the sustained support of the two largest government donors, the United States and Sweden; each contributed more than twice as much as the third largest donor, and together they account for about

25 per cent of total UNICEF income. The major donor Governments, in descending order of the value of their contributions, are the United States, Sweden, Canada, the Netherlands, Norway, Italy, Denmark, Japan, the United Kingdom and Switzerland; together, they provided 57 per cent of total UNICEF income in 1994.

161. National Committees for UNICEF continue to be a very significant source of income for UNICEF, contributing some 29 per cent of total 1994 income. Nine National Committees each contributed in excess of $15 million (those of France, Germany, Italy, Japan, the Netherlands, Spain, Switzerland, the United Kingdom and the United States), totalling almost $245 million.

162. The growth in income was for regular supplementary funds and emergency contributions, with increases of 38 and 25 per cent, respectively. General resources grew by 5 per cent and exceeded the medium-term plan level by $3 million.

163. UNICEF is concerned that the level of general resources is not growing at the same pace as that of supplementary funding, but recognizes that in most cases, the funds provided by Governments to UNICEF as supplementary funding come from different budgetary sources than those for general resources. These funds often come from Governments' bilateral aid allocations for specific countries and, therefore, cannot be used by UNICEF as general resources. UNICEF recognizes, of course, that these allocations are additional to Governments' funding to general resources. UNICEF hopes that all Governments will be as generous as possible in their general resources allocations, as these unrestricted funds are vital to UNICEF operations. In 1994, general resources amounted to 53 per cent of total income, compared to 58 per cent in 1993.

164. Sweden remains the largest donor to supplementary funds (including emergencies), followed by Canada, the United States and the Netherlands, each of which has contributed over $30 million for this purpose. Together they account for more than 58 per cent of total supplementary funding received from Governments (including emergency contributions).

165. The record level of emergency contributions was a direct response to the extraordinary events of 1994, with fund-raising for Rwanda alone amounting to about $59 million. National Committees alone contributed about 43 per cent of this amount, a direct reflection of the public compassion for the victims of the violence.

166. It is gratifying to note the strong financial support for UNICEF in 1994, despite the fact that donor Governments are making strong efforts to reduce public expenditure. In the current environment, UNICEF expects that any significant increases in its resource base would have to rely heavily on new sources of funding. To this end, in addition to maintaining its continuous dialogue with donor Governments, UNICEF is exploring funding relationships with the European Union and such international financial institutions as the World Bank, and is seeking increasing donations from the private sector through debt conversions and local currency contributions.

167. Issues of accountability and cost-effectiveness are of paramount importance to donors in today's climate, and UNICEF is trying to find ways of reporting on contributions that fully meet the needs of donors and the general public.

Greeting Card and related Operations

168. The latest estimates of the Greeting Card and related Operations (GCO) for the 1994 fiscal year indicate an overall net income of $142.7 million in general resources and $85.2 million in supplementary funds. This compares to the 1994 budgeted income of $183 million and to 1993 actual results of $139.9 million. The increase from the actual to the 1994 latest estimate is approximately 63 per cent.

169. In the area of product sales, in spite of recessionary trends in many countries in the past few years and increased competition, there was an increase in sales volume of approximately 4 million cards between 1993 and 1994. GCO has identified those countries which have not performed adequately, even in light of their strong market potential, and will be working closely with its partners to strengthen sales in these underachieving markets. This will be accomplished, in part, by increasing market share in existing distribution channels, as well as by developing additional sales channels.

170. GCO has begun implementing various recommendations approved by the UNICEF Executive Board at its 1994 annual session. The production facilities in Rio de Janeiro, Brazil, and Singapore have been transformed into regional support centres for Latin America and Asia, the two regions with the highest income potential. GCO operations have been strengthened considerably in 10 priority developing countries - Argentina, Brazil, Colombia, India, Indonesia, Mexico, Morocco, Nigeria, Pakistan and Peru. In addition, detailed work plans and budgets for both product sales and private sector fund-raising were prepared jointly with UNICEF representatives from these countries. Because of the new policy that enables UNICEF field offices to retain the net income for their country programmes, the representatives played a key role in mapping out the strategies to generate income from the private sector.

171. In industrialized countries, GCO has invested approximately $2.5 million of the $5 million in Market Development Programme funds approved by the Board in 1994 for the first year of the programme. This fund was established to facilitate the identification of new opportunities to increase sales volume and test new distribution channels, with the goal of maximizing income. With the assistance of GCO, 16 National Committees have submitted 26 projects that subsequently were approved for funding. These projects include expanded sales to the business sector, establishment of a network of UNICEF card and gift shops in certain countries, expanded mail order strategies and testing the viability of single card sales.

172. In 1995, GCO will review the timetable for the art search process, which will reduce the entire cycle - from initial selection of art work to approval of card designs to final printing - from two years to one and also improve the quality of designs.

173. In recent years, while many markets have seen limited overall growth in product sales and a few potentially major markets have performed poorly, there has been significant growth in the private sector fund-raising area. Private sector fund-raising by international organizations is a relatively new phenomenon in many countries. A well-focused management of private sector fund-raising activities, combined with a proper utilization of investment funds, yielded GCO high returns. Net income from private sector fund-raising activities between 1993 and 1994 is projected to increase by $78.3 million, or 93 per cent.

174. Under the Fund-raising Development Programme, which is now in its fourth year, GCO has made available investment funds to National Committees and field offices to expand the UNICEF private sector donor base in industrialized and developing countries. During the first three years, investment of these funds resulted in the acquisition of nearly 500,000 new donors and an immediate direct financial return of $20.1 million against an investment of $11.8 million.

175. GCO supports National Committees for UNICEF in the preparation of strategic plans for private sector fund-raising, targeting countries that offer high potential for generating income. In 1994, for example, the key countries were Argentina, Brazil, Germany and Japan.

176. UNICEF and UNHCR co-chaired the first inter-agency meeting on private sector fund-raising with the aims of harmonizing fund-raising approaches to individuals, corporations and foundations; ensuring that the messages communicated in any fund-raising effort reflect their respective mandates; and addressing any concerns of National Committees relating to the activities of other United Nations agencies involved in private sector fund-raising.

177. During 1994, UNICEF participated in a number of special fund-raising events and corporate sponsorships around the world. Most notable among them were the "Change for Good" programme, in cooperation with major airlines, and "One Goal for UNICEF", a promotional fund-raising event undertaken in association with World Cup USA 1994. Nine major airlines either have formally launched or are in the process of market testing the "Change for Good" programme which, since its inception in 1989, has raised about $3.5 million for UNICEF.

178. In the area of computer services, GCO has designed and activated a state-of-the-art imaging system and has acquired modern manufacturing and financial software systems.

II. OPERATIONS

A. Overview

179. Operations divisions continued to search for new and better ways to perform their work in 1994. The challenge for UNICEF is to streamline and increase operational efficiency, while continuing to ensure that the necessary infrastructure is in place to support fully programme implementation.

B. Income and expenditure

180. Total income in 1994 was $1,006 million, which was $118 million more than the $888 million total income estimated in the 1994 medium-term plan and $140 million (16 per cent) more than total income in 1993. The increase was due to greater than expected contributions to supplementary-funded programmes and emergencies and to the effect of the decrease in the value of the United States dollar.

181. Table 1 below shows the breakdown of income by source. In 1994, income from Governments, intergovernmental organizations and the United Nations accounted for 67 per cent of total income, the balance being non-governmental income.

182. General resources income in 1994 was $535 million, $3 million more than the amount estimated in the 1994 medium-term plan. General resources income for 1994 was $26 million (5 per cent) more than in 1993.

183. Total supplementary funds income in 1994 was $471 million, which was $115 million more than the medium-term plan and $114 million more than 1993. Regular supplementary funds income was $258 million in 1994, which was $71 million more than last year and $57 million more than the target amount in the medium-term plan. Supplementary funds contributions for emergencies in 1994 were $213 million, including $59 million for Rwanda, $26 million for the Sudan, $24 million for Iraq, $21 million for the countries of the former Yugoslavia, $16 million for Angola, $9 million for Kenya and $9 million for Somalia.

Table 1. UNICEF income by source of funding

(In millions of United States dollars)

	1991	1992	1993	1994
General resources	506	548	509	535
Supplementary funds (regular)	165	186	187	258
Subtotal	671	734	696	793
Emergency supplementary funds	136	204	170	213
Total	807	938	866	1 006

184. In 1994, total expenditures were $999 million (see table 2 below). Programme expenditure for 1994 was $801 million, which was $26 million more than the 1994 medium-term plan amount. In 1994, supplies and equipment accounted for 42 per cent of total programme expenditure and cash assistance accounted for 58 per cent. Budget expenditures for programme support services and administrative services in 1994 amounted to $190 million, which was $7 million less than projected in the medium-term plan.

Table 2. Expenditure by type of input

(In millions of United States dollars)

	1991	1992	1993	1994
Programme cooperation				
Supplies and equipment (including freight)	298	352	359	334
Cash and other assistance	293	392	445	467
Programme support services	86	92	93	99
Total, Programme cooperation	677	836	897	900
Administrative services	75	86	87	91
Write-offs and other charges	3	10	13	8
Total, expenditure	755	932	997	999

185. The financial results for 1994 are detailed in the interim financial report (E/ICEF/1995/AB/L.16). The financial medium-term plan provides the financial projections for 1995-1998 (E/ICEF/1995/AB/L.15). Those two reports will be presented to the Executive Board at its third regular session of 1995.

Figure IV

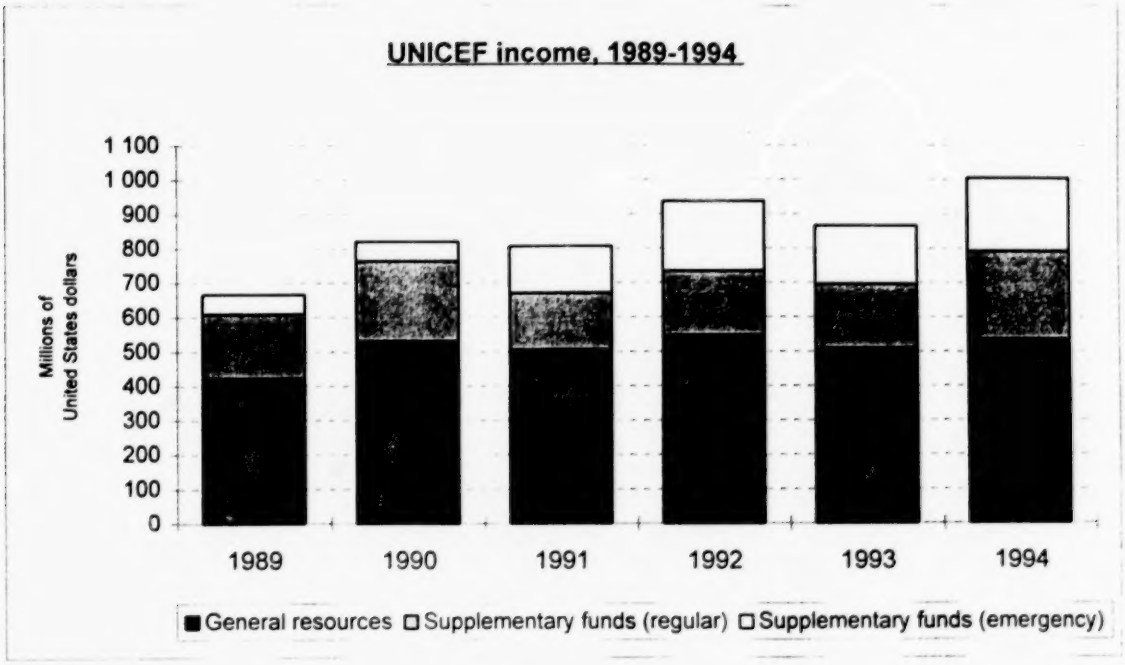


Figure V

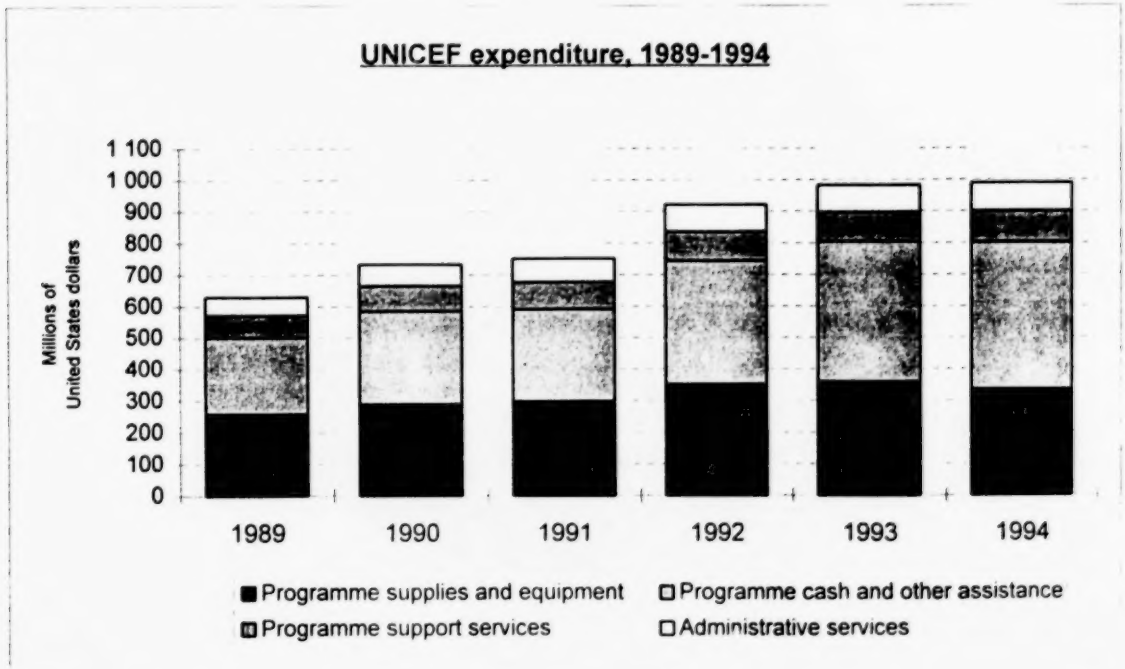


Figure VI

UNICEF income by source, 1994

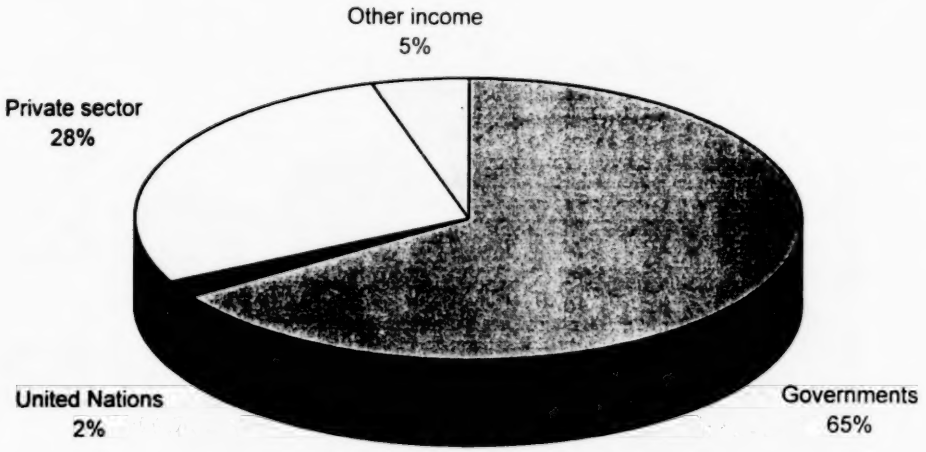
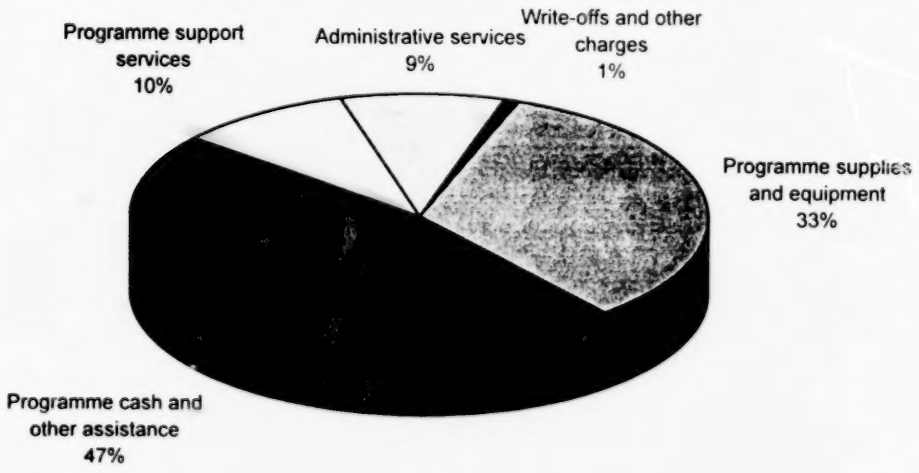


Figure VII

UNICEF expenditures by sector, 1994



C. Financial management

186. UNICEF continues to place a high priority on implementing audit recommendations. In compliance with General Assembly resolution 48/216 B of 23 December 1993, UNICEF reported to the General Assembly through the Fifth Committee on the steps taken on the Board of Auditors recommendations in their report on the UNICEF accounts for the biennium ended 31 December 1993. These measures also were reported to the third regular session of 1994 of the UNICEF Executive Board in document E/ICEF/1994/AB/L.3/Add.1.

187. The Division of Financial Management issues financial circulars that provide clarification and amplification of UNICEF Financial Regulations and Rules. During 1994, as part of an ongoing project to update all financial circulars, the division updated six and issued two new financial circulars. The division also is committed to reviewing financial circulars every two years to ensure that they remain up to date.

188. UNICEF actively participated in the inter-agency Working Party on Financial Statements organized by the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) in 1994. As follow-up to the United Nations system accounting standards presented to the General Assembly at its forty-eighth session, this working group will help to ensure greater uniformity in the presentation of organizations' financial reports and statements.

189. The administrative and programme support budget for 1996-1997 (E/ICEF/1995/AB/L.5) is a baseline budget equal in amount to the 1994-1995 approved budget. The baseline budget does not contain any proposals for the net addition of core and project posts charged to the budget. As authorized by the Executive Board at its first regular session of 1995, revisions to the 1996-1997 baseline budget will be submitted to the Executive Board as necessary during 1995, 1996 and 1997. These revisions will contain proposals for restructuring and process changes from recommendations in the management study proposals, and a proposal for the establishment of a regional office for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States under consideration by the Executive Board. The financial implications of the new regional office will be additional to the 1996-1997 baseline budget.

190. Under the direction of the Deputy Executive Director, Operations, and the Budget Planning and Review Committee, UNICEF will conduct a joint review of budgets and country programmes for all countries submitting full or short-duration "bridging" country programme proposals to the Executive Board in 1996. These reviews will cover budget proposals for the period of the country programme, which in most cases would be 1997-2001. As a result of these reviews, essential changes to the 1996-1997 baseline budget will be submitted to the Executive Board through the Advisory Committee on Administrative and Budgetary Questions in 1996 and 1997. The objective of this exercise is to establish an integrated budget policy and method that will increase transparency in the budget and reporting, improve accountability and maintain full correspondence between the budgets and country programme objectives.

191. A new format for the integrated programme and administrative budget may be submitted to the Advisory Committee and the Executive Board in 1996. It is hoped that the new format will take effect from 1 January 1998.

D. Human resources management

192. The priorities identified by the Division of Personnel in late 1993 - support to the achievement of the goals for the year 2000, service to emergency

operations and strengthening the management of UNICEF operations - continue to provide the framework for all the division's activities. Exchanges with colleagues in the field have confirmed the relevance of these priorities, which guide the allocation of senior management time, staff travel and training resources. Underlying them are the division's commitment to the continuous improvement of service to staff and the need to strengthen its own capacity.

Support for the achievement of the goals for the year 2000

193. The effort being made throughout UNICEF to achieve the goals was reflected in the division's activities in 1994. As its contribution, the Training and Staff Development Section produced the 1995 Mid-Decade Goals Reader, a compendium of essential technical and bibliographic material, and a training package on monitoring the goals. In addition, the section supported regional and country-level workshops on nutrition, education, safe motherhood, gender and the Convention on the Rights of the Child. Other topics such as programme communication and social mobilization also were addressed, and work has begun on the production of training modules on sustainable social action and fund-raising.

194. The streamlining of the entire recruitment and placement process undertaken by the Division of Personnel in mid-1994 is intended to reduce placement time from its 1993 average of eight months to about five months. An automated monitoring system helps to avoid potential delays. Concentration by the Recruitment and Placement Section on achieving the 40 per cent target for women international Professional staff resulted in a level of 39.5 per cent by November 1994. The successful promotion of gender targets is reflected in the almost 40 per cent representation of women among international consultants, although no formal target was established in this area.

Emergencies and staff security

195. Service to emergency operations now accounts for some 30 per cent of the Division of Personnel's time, although only 15 per cent of UNICEF staff serve in countries facing complex emergencies. Senior division staff visited six countries with emergency operations in 1994. The Rwanda emergency in particular placed extraordinary demands on the Recruitment and Placement Section, resulting in the mobilization of over 100 UNICEF staff from more than 30 country offices and the recruitment of about 50 consultants with special skills. Crucial support also was provided to the UNICEF office in Haiti as that country prepared for the return of President Aristide. Plans for the creation of "rapid response" teams of experienced UNICEF staff for deployment in emergencies as well as for the extension of relationships with such external sources of skilled emergency personnel as the Norwegian Refugee Council and SwedeRelief are under way.

196. The Personnel Services Section, working within the framework of the United Nations common system, has made considerable progress in the standardization of entitlements for staff in complex emergency operations and in the development of policies for national staff in crisis situations. Emergency preparedness continues to be a major area for training, with some 550 staff trained in 1994. Critical incident and cumulative stress training materials have been prepared and training has been undertaken in several regions. The security function within the Division of Personnel is being professionalized, with the Security Officer visiting four countries in late 1994. A corporate security plan is in preparation, and the foundations are being laid for the systematic orientation of staff embarking on emergency duty. Participants in the global personnel workshop in late 1994 underwent a comprehensive security briefing.

Strengthening the management of UNICEF operations

197. Improved management and greater accountability are the prerequisites of continuing achievements by UNICEF. Within the Division of Personnel, a revised system for reviewing and following up on audit reports uses the findings as the starting point for refining personnel policies and effecting positive change in the management practices of senior managers. In addition, the Training Section has worked with the Office of Internal Audit on the introduction of new participatory approaches using work process redesign. To promote better dialogue and greater involvement of field colleagues in personnel planning and management, senior staff from the division participated in four regional representatives' meetings during 1994 and visited three of the largest country programmes (Bangladesh, India and Pakistan).

198. Early in 1994, the Training Section produced an overall framework for management development and training with three basic components: managing change; people; and processes. The skills required, including team-building, communications, work process redesign and General Service staff skills, have been integrated into a range of training activities, including orientation for new representatives. The "quality management" approaches introduced initially in support of the budget preparation process are being promoted by the division, and a successful series of seminars and workshops were organized. A number of workshops on other key areas of UNICEF operations, including personnel, finance and budget, also have been organized by Training Section.

Strengthening the capacity of the Division of Personnel

199. The division's workload continued to increase during 1994, as staff numbers in late 1994 reached a level 25 per cent higher than in early 1993. In 1994, there were 601 recruitment and placement actions. In response to the growth in its workload, the division redesigned a number of its major work processes, including recruitment and placement, retirement and separation, enquiry to response, and significant advances were made in the development of electronic information systems and of the staff skills needed to use them. Three additional series of generic job descriptions and the publication of a set of standard job titles further streamlined the division's work. Work has begun on overhauling a number of important divisional policies.

200. Divisional capacity to respond rapidly and effectively to personnel issues in the field has been increased by the appointment of regional personnel officers in four regions. Together with other personnel officers and operations officers, they attended a week-long global workshop in November, helping to identify opportunities for further decentralization. The updating of the Personnel Administration Manual, expected to be complete by mid-1995, is another important element in the division's efforts to clarify its policies and make them fully accessible.

Service to staff

201. The Division of Personnel continues to reinforce its consultative relationships with the Global Staff Association (GSA), and a joint work plan was developed during the GSA annual meeting in September. An information circular on time off for staff activities, developed jointly by the division and GSA, was issued during 1994, and the Training and Staff Development Section provided training in staff representational activities for the New York Staff Association. A revised version of the Personnel Appraisal System was introduced by the Division in early 1994, supported by training activities. Professional counselling services have been introduced for staff in New York, and the

provision of such services in the field is under consideration. Training programmes increasingly emphasize such issues as stress management, gender in the workplace and sexual harassment, and an inter-agency manual on HIV/AIDS in the workplace was completed in 1994.

202. The division participates in inter-agency committees and working groups on local salaries, international entitlements and hardship classifications. The division's Classification and Compensation Section led salary surveys for local staff in Mali, the Niger, the Sudan, Tunisia and Yemen.

E. Supply operations

203. In 1994, supply operations accounted for around 47 per cent of the United States dollar value of programme assistance and about 7 per cent of administrative budget expenditure. Of the $380 million spent by UNICEF on supply purchasing in 1994, Supply Division purchased $276 million worth through its Copenhagen and New York offices. Procurement and supply services to Governments, NGOs and other United Nations organizations accounted for 9.5 per cent ($26.7 million) of the total Supply Division workload.

204. Shipments from the Copenhagen warehouse were lower than in 1993 as a result of an industrial dispute which resulted in the loss of four weeks' output. None the less, the throughput was $97 million, of which 10 per cent were for immediate-response disaster relief. Of this total, procurement services accounted for $43.3 million, or approximately 44 per cent of the workload.

205. Supply Division has continued to review policy and procedures for the purchase of vaccines. As a result of the study undertaken by Mercer Management Consulting commissioned by the division, a new approach to vaccine purchasing was initiated. The policy was formalized in an executive directive issued at the end of the year. Continuing activities included the development of vitamin A sources, research on equipment for the iodization of salt and the development of test kits for salt iodized with potassium iodate. The test kit is a warehouse stock item.

206. The major activity of the Copenhagen data processing section during 1994 was to install the local area network and equipment to enable the introduction of the new database and computer operating system. This will permit the migration from Wang equipment during 1995. Software development concentrated heavily on preparation for the redesign and conversion of all the Supply Division programmes to run on the new platform.

207. The auto-destruct syringe was introduced and, after a hesitant start, was accepted as an important contribution to the safe injection objectives. Unfortunately, due to production difficulties in the plant of one producer, there was a serious shortfall in the availability of the syringe, and production capacity did not meet the demand established at the end of 1994. It is anticipated that new sources of supply will become available during 1995.

208. UNICEF recognizes 16 countries as having complex emergency status, and the provision of supplies and equipment to these countries represents a significant proportion of the Supply Division workload. In 1994, Rwanda constituted by far the most significant demand for supplies and equipment. In addition, six staff members from the division were seconded for periods of between one and three months to assist in supply and logistics activities in Rwanda and Zaire. Supply requisitions globally reached a total of $40 million for emergency operations, around 10 per cent of all supply activity. Freight costs on emergency requests reached $8 million.

F. Administrative management services

209. The Office of Administrative Management (OAM) provides administrative, management and legal support and guidance to a total of 230 field duty stations and six headquarters locations.

210. As part of the OAM mandate to provide functional guidance to offices worldwide, further proactive measures and efforts have been made in streamlining procedures, introducing cost-effective initiatives towards total quality management, dealing more effectively with audit reviews and improving monitoring mechanisms.

211. Following authorization from the Executive Board (E/ICEF/1993/14, decision 1993/26 and E/ICEF/1994/13, decision 1994/R.3/1), OAM worked to implement Board decisions concerning the lease/purchase agreement with the New York City Economic Development Corporation/United Nations Development Corporation (UNDC) for a condominium interest of 262,351 square feet at 633 Third Avenue. The project comprises four stages: (a) negotiating a transfer agreement covering the ownership of UNICEF House; (b) negotiating the condominium declaration at 633 Third Avenue; (c) preparing 633 Third Avenue for occupancy in mid-1995; and (d) "restacking" UNICEF House following the move to 633 Third Avenue.

212. The Transfer Agreement covers the legal process to transfer the ownership of both UNICEF House and the condominium interest at 633 Third Avenue from UNDC to UNICEF in the year 2026. The first part, covering the lease/purchase agreement for UNICEF House by which UNICEF will take title to the building in 2026, already has been completed. The second part will be completed when the master lease for the condominium interest at 633 Third Avenue is finalized early in 1995.

213. The existing lease for UNICEF House was amended and signed on 22 April 1994. Under the lease/purchase agreement entered into with UNDC, which became effective 12 January 1994, the rental rate per square foot has been reduced from $35 to $32, resulting in savings of $1,287,408 during the 1994-1995 biennium. An anticipated net overall savings of $166.3 million will accrue to UNICEF over the 31-year period from 1995 to 2026.

214. The purchase of the condominium interest is to be financed with tax-exempt municipal bonds issued by the City of New York. Tax-exempt bonds have a lower interest rate than taxable bonds. These bonds must be authorized by the United States Congress before they can be issued by the City of New York. In the event that Congress does not authorize tax-exempt bonds for the purpose of purchasing this real estate, UNICEF will still get the lower interest rate, as stated by UNDC.

215. Administrative support to New York headquarters services entailed responsibility for providing efficient and cost-effective services for mail, pouch and courier, documents and reproduction, building maintenance and operations, reception and conference services, security, office supplies and equipment. The demands on OAM for such services continue to grow each year with staff and programme expansion.

216. The budget administered by OAM for the current 1994-1995 biennium is $35 million, covering seven cost centres. Additionally, $22 million of the Capital Assets Fund for Common Premises is monitored and administered by OAM.

217. With the increase in the number of common premises and several other renovation and construction projects undertaken in the field, more reliance and

support of a technical nature has been demanded of OAM. Currently under way are 39 common premises projects for which a total of $22 million has been approved by the Executive Board and the Advisory Committee on Administrative and Budgetary Questions against the Capital Assets Fund. Any reallocation of this fund requires the approval of the Advisory Committee.

218. Security needs in the field have increased in recent years. The situation in many field offices continues to deteriorate, with vehicle hijackings and the looting of houses and property. OAM provided support and guidance to field offices and arranged for improved protective measures, including the installation of security equipment and compound fencing, and compensation for losses incurred.

219. Qualitative improvements were introduced to travel and transportation services with sophisticated technology aimed at efficiency and cost savings. Through rebates from air carriers, proper application of rules and audit of airfares, over $700,000 was generated to UNICEF during 1994. Successful negotiations with a number of airlines produced agreements for business class flights at economy fare prices. Modalities of airline contracts were revised, resulting in increased revenue for UNICEF. In 1994, the travel volume for UNICEF was estimated at $4.3 million, but because of the savings cited above, the average cost per ticket dropped to $1,682, down from $1,862 two years ago. Approximately 7,000 transactions were handled by the Travel Section.

G. Information resources management

220. Prototypes of modules of the "next generation" field office computer system were developed in 1994 and feedback was obtained on its on functionality. A programme statistics and goals computerized database application has been distributed to all offices.

221. UNICEF House has been rewired and local area networks have been installed. A replacement minicomputer to run organizational transaction processing systems has been selected and installed. By the end of 1995, the headquarters human resources management computerized system will be converted to the new technological platform.

222. UNICEF has placed a range of electronic information on its Internet gopher service, which is thus available to the general public. In-house electronic textbases have been created to make more information available electronically as an alternative to paper distribution. Computer literacy programmes have been designed for all headquarters executive staff, and a significant portion of these were completed by the end of 1995.

H. Internal audit

223. The Office of Internal Audit reviews compliance with rules and regulations and ensures the efficiency, economy and effectiveness of UNICEF operations. Each year, on a selective basis, a cross-section of operational and programme activities in UNICEF offices is reviewed.

224. Although the focus of audit interventions continues to be in the field, internal auditors are interacting increasingly at various New York headquarters levels. The outcome of audit findings are reviewed on a selective basis by the Internal Audit Committee, whose function was redirected in 1991 to perform the role expected of such a committee. The Committee holds six meetings per year.

225. The auditors continue successfully to assume a secondary advisory role so that their experience and knowledge are drawn upon more frequently in committees and task forces assigned to systems development and other management review tasks. The auditors have managed to make substantive contributions without compromising their independence.

226. The Office of Internal Audit and the Internal Audit Committee have taken a number of steps to ensure that auditees implement all audit recommendations promptly and fully. An executive directive was issued to this effect in 1991. Since 1991-1992, the Office of Internal Audit has developed a constructive partnership with some regional offices and participated in representatives' meetings.

227. Regular interaction between the auditors and New York headquarters divisions also has been established and has helped to clarify the role of internal audit to staff performing other functions and created awareness among the auditors about the expectations and concerns of the other groups. There will be greater focus on programme/thematic reviews and corporate priorities in 1995.

Annex

Programme statistics

1. In 1994, UNICEF cooperated with 149 countries: 46 in Africa; 37 in the Americas and the Caribbean (including 10 Caribbean island countries); 34 in Asia (including 13 Pacific island countries); 14 in the Middle East and North Africa (not including five countries which received regional cooperation through global funds); and 18 countries in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States (excluding cooperation with nine countries with activities limited to information exchange and policy development). Programme expenditures in 1994 amounted to $801 million.

Programme expenditure by programme field

2. Figures I to V provide the details of programme expenditure by programme field. Figure I reflects expenditures on emergency activities as a separate programme field, while in figure II, programme expenditure for emergency operations have been distributed into the appropriate programme fields. The breakdown of programme expenditure on emergency operations is shown in figure III. Programme expenditures for emergencies decreased from $223 million in 1993 to $216 million in 1994. The major expenditures for emergencies continued to be in the areas of health and water supply and sanitation.

3. Figure IV shows the breakdown of general resources programme expenditures and figure V shows the breakdown of supplementary funds programme expenditure. General resources programme expenditure decreased from $413 million in 1993 to $397 million in 1994, and supplementary funds expenditure increased from $391 million in 1993 to $404 million in 1994. In total, the distribution of programme expenditure into the different programme fields remained substantially the same in 1994 as compared to 1993. A notable increase was in the field of education; general resources expenditure for education increased from 14 to 15 cent and supplementary funds from 4 to 7 per cent, resulting in the increase of the total share for education. The number of assisted countries in major programme fields is shown in table 1.

Programme expenditure by type of input

4. Figure VI shows the breakdown of programme expenditure by type of input. Expenditures on supplies and equipment (including freight) decreased by 3 per cent and other cash expenditures increased by 2 per cent. The shift from supply to cash was mainly due to the shift in advocacy as a major programme strategy.

Programme expenditure classified according to gross national product per capita and under-five mortality rate

5. Table 2 shows the breakdown of programme expenditure in countries classified according to gross national product (GNP) per capita and under-five mortality rate (U5MR). Some $503 million, or 69 per cent of programme expenditure, was spent in 53 low-income countries with GNP per capita of less than $600; $175 million, or 24 per cent, in 51 lower-middle-income countries with GNP per capita between $600 and $2,490; and $51 million, or 7 per cent, in 21 upper-middle-income countries with GNP per capita between $2,490 and $7,050.

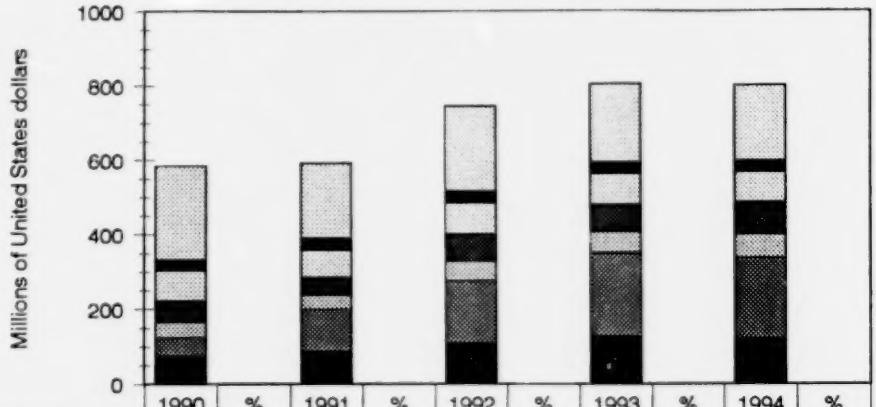
Programme expenditure by geographical regions

6. Figure VII provides the breakdown of programme expenditure by geographical region. Africa continued to receive the largest share of programme expenditure. The shares for Africa, Asia and the Americas each increased by 1 per cent over 1993, and there was a corresponding decrease in the Middle East and North Africa owing to decreased expenditures on emergencies in the region. Figure VIII shows programme expenditure by major fields of activities in Africa, the Americas and the Caribbean, Asia and the Middle East and North Africa.

Figure I

UNICEF programme expenditure
by programme field, 1990-1994

(Emergency expenditures shown separately)



	1990	%	1991	%	1992	%	1993	%	1994	%
Health a/	251	43	202	34	228	31	210	26	202	25
EPI	150	26	98	17	106	15	92	11	79	10
ORT	9	1	9	1	9	1	8	1	9	1
Other health	92	16	95	16	113	15	110	14	114	14
Nutrition b/	29	5	31	5	32	4	31	4	31	4
Water	82	14	73	12	84	11	84	10	81	10
Education	57	10	48	8	72	10	72	9	87	11
Others c/	41	7	39	7	53	7	57	7	63	8
Emergency	49	8	111	19	167	22	223	28	216	27
Planning, etc. d/	75	13	87	15	108	15	127	16	121	15
Total	584	100	591	100	744	100	804	100	801	100

a/ Health includes EPI, ORT and other health.

b/ Includes household food security.

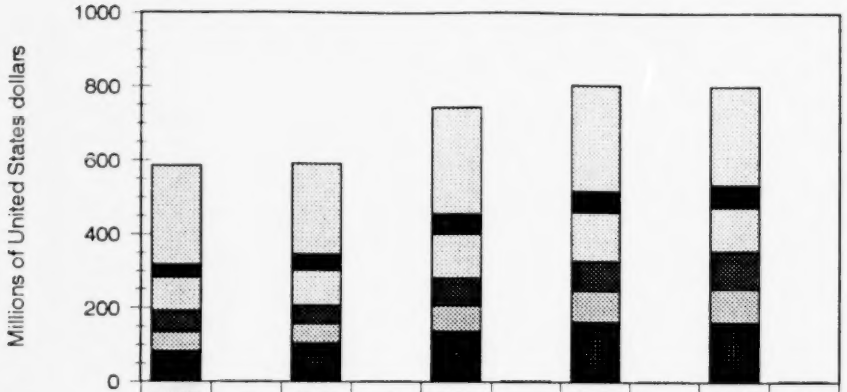
c/ Consists of programmes in community development and organization, women and children in especially difficult circumstances.

d/ Consists of planning and social statistics, advocacy and programme support.

Figure II

UNICEF programme expenditure

by programme field with emergency expenditure distributed by field, 1990-1994



	1990	%	1991	%	1992	%	1993	%	1994	%
Health a/	267	45	245	40	287	39	286	36	265	33
EPI	154	26	110	18	115	16	104	13	88	11
ORT	9	2	11	1	11	1	9	1	10	1
Other health	104	17	124	21	161	22	173	22	167	21
Nutrition b/	36	6	45	8	55	7	59	7	62	8
Water	88	15	93	16	120	16	132	16	118	15
Education	59	10	51	9	75	10	80	10	103	13
Other c/	51	9	51	9	69	9	84	11	89	11
Emergency d/	3	1	3	1	4	1	1	0	5	0
Planning, etc. e/	80	14	103	17	134	18	162	20	159	20
Total	584	100	591	100	744	100	804	100	801	100

a/ Health includes EPI, ORT and other health.

b/ Includes household food security.

c/ Consists of programmes in community development and organization, women and children in especially difficult circumstances.

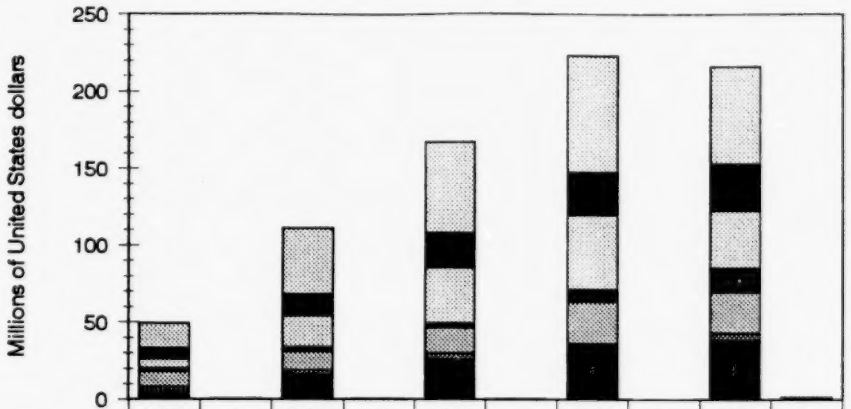
d/ General emergency expenditures not included in sectors.

e/ Consists of planning and social statistics, advocacy and programme support.

Figure III

UNICEF programme expenditure

on emergency and rehabilitation by programme field, 1990-1994



	1990	%	1991	%	1992	%	1993	%	1994	%
Health a/	16	33	43	39	59	35	76	33	63	29
EPI	4	8	12	11	9	5	12	5	9	4
ORT	0	0	2	2	2	1	1	0	1	0
Other health	12	25	29	26	48	29	63	28	53	25
Nutrition b/	7	14	14	12	23	14	28	13	31	14
Water	6	12	20	18	36	21	48	22	37	17
Education	2	4	3	3	3	2	8	4	16	8
Others c/	10	21	12	11	16	10	27	12	26	12
Emergency d/	3	6	3	3	4	2	1	0	5	2
Planning, etc. e/	5	10	16	14	26	16	35	16	38	18
Total	49	100	111	100	167	100	223	100	216	100

a/ Health includes EPI, ORT and other health.

b/ Includes household food security.

c/ Consists of programmes in community development and organization, women and children in especially difficult circumstances.

d/ General emergency expenditures not included in sectors.

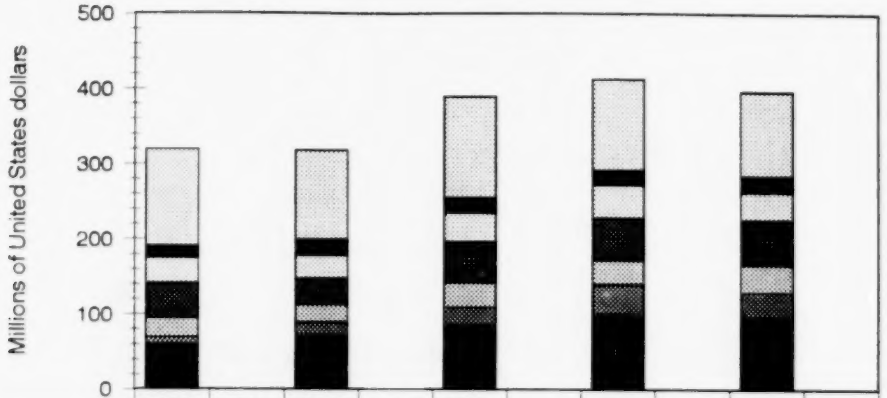
e/ Consists of planning and social statistics, advocacy and programme support.

Figure IV

UNICEF general resources programme expenditure

by programme field, 1990-1994

(Emergency expenditures shown separately)



	1990	%	1991	%	1992	%	1993	%	1994	%
Health a/	128	40	119	37	134	34	120	29	113	29
EPI	67	21	56	18	58	15	41	10	43	11
ORT	6	2	6	2	7	2	7	2	7	2
Other health	55	17	57	17	69	17	72	17	63	16
Nutrition b/	16	5	21	7	21	5	20	5	21	5
Water	34	11	31	10	38	10	44	11	37	9
Education	47	15	35	11	55	14	57	14	60	15
Others c/	25	8	23	7	33	9	32	8	36	9
Emergency	8	2	16	5	23	6	39	9	34	9
Planning, etc. d/	61	19	73	23	86	22	101	24	96	24
Total	319	100	318	100	390	100	413	100	397	100

a/ Health includes EPI, ORT and other health.

b/ Includes household food security.

c/ Consists of programmes in community development and organization, women and children in especially difficult circumstances.

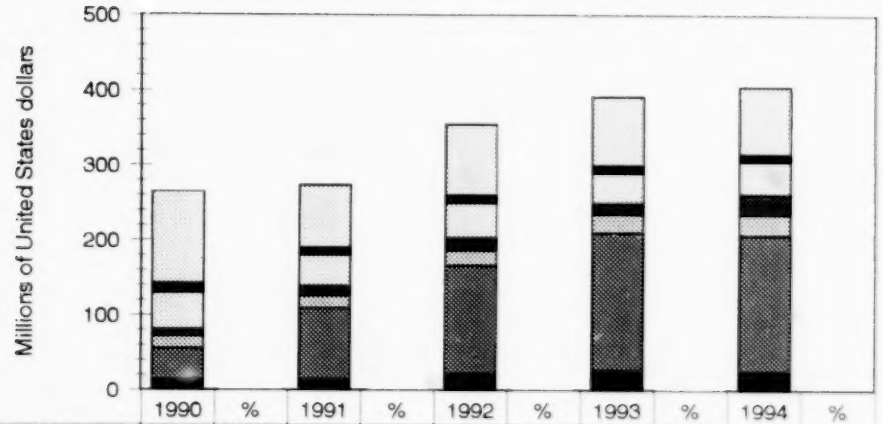
d/ Consists of planning and social statistics, advocacy and programme support.

Figure V

UNICEF supplementary funds programme expenditure

by programme field, 1990-1994

(Emergency expenditures shown separately)



	1990	%	1991	%	1992	%	1993	%	1994	%
Health a/	122	46	83	30	94	26	91	23	89	23
EPI	82	31	42	15	48	14	51	13	36	9
ORT	3	1	3	1	2	0	2	0	2	1
Other health	37	14	38	14	44	12	38	10	51	13
Nutrition b/	13	5	10	4	11	3	11	3	10	2
Water	48	18	42	15	46	13	40	10	44	11
Education	10	4	13	5	17	5	15	4	27	7
Others c/	16	6	16	6	20	6	24	6	27	6
Emergency	41	16	95	35	144	41	184	47	182	45
Planning, etc. d/	14	5	14	5	22	6	26	7	25	6
Total	264	100	273	100	354	100	391	100	404	100

a/ Health includes EPI, ORT and other health.

b/ Includes household food security.

c/ Consists of programmes in community development and organization, women and children in especially difficult circumstances.

d/ Consists of planning and social statistics, advocacy and programme support.

Table 1. Number of assisted countries in major programme fields, 1994

Programme fields	Africa	Asia	Middle East and North Africa	Americas and the Caribbean	Total
	46	22 a/	14	27 b/	109 c/
Basic child health	44	20	19	25	108
Nutrition	14	14	4	10	42
Household food security	13	2	0	2	17
Water supply and sanitation	33	15	8	17	73
Education	38	19	18	21	96
Community organization and development	20	9	3	18	50
Young child development	5	5	3	9	22
Women-centred programmes	9	11	7	14	41
Children in especially difficult circumstances	9	10	3	21	43
Social mobilization and advocacy	31	19	13	19	82
Planning and social statistics	32	13	9	22	76

a/ Thirteen Pacific island countries are counted as one programme.

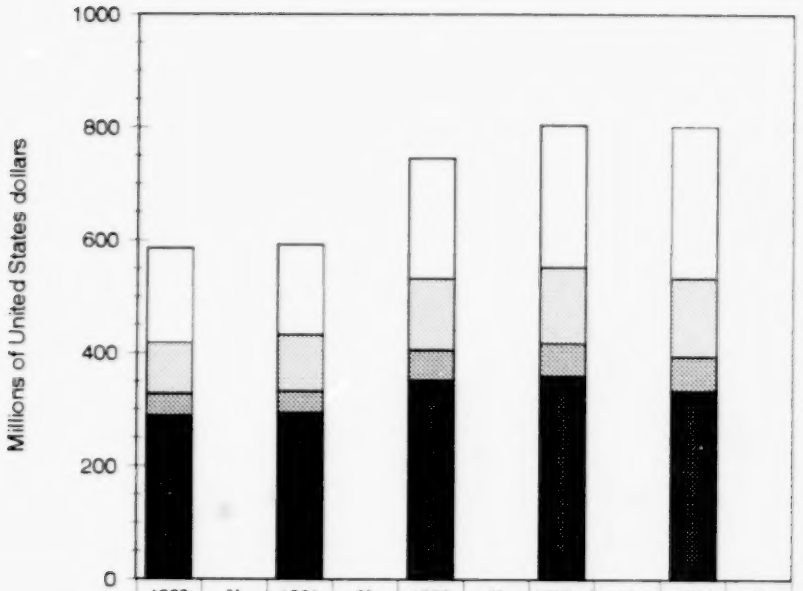
b/ Ten Caribbean island countries are counted as one programme.

c/ Excludes emergency assistance to Central and Eastern Europe and the Commonwealth of Independent States.

Figure VI

UNICEF programme expenditure

by type of input, 1990-1994



	1990	%	1991	%	1992	%	1993 a/	%	1994	%
Other cash assistance	168	29	159	27	212	29	252	31	268	33
Project personnel b/	89	15	99	17	127	17	135	17	139	17
Training grants	39	7	39	6	53	7	58	7	60	8
Supplies and equipment	289	49	294	50	352	47	359	45	334	42
Total	584	100	591	100	744	100	803	100	801	100

a/ 1993 data have been updated based on final figures for 1993.

b/ Comprises salaries and related expenses paid to project personnel with UNICEF contracts, including short-term personnel.

Table 2. Programme expenditure for countries classified according to gross national product and under-five mortality rate

1992 GNP and 1993 U5MR a/	1993 child population (In millions)	Number of countries	1994 programme expenditure (In millions of US dollars)	Total expenditure (Percentage)	Total child population (Percentage)	Cents per child (US cents)
Low income						
Very high U5MR	219	32	255	35	13	116
High U5MR	522	16	201	28	31	71 b/
Middle U5MR	379	4	43	6	22	58 c/
Low U5MR	6	1	4	1	0	67
Subtotal	1 126	53	503	69	67	93 d/
Lower middle income						
Very high U5MR	5	2	20	3	0	400 e/
High U5MR	133	15	81	11	8	61
Middle U5MR	206	28	66	9	12	32
Low U5MR	20	6	8	1	1	40
Subtotal	364	51	175	24	22	48
Upper middle income						
Very high U5MR	0	1	1	0	0	0
High U5MR	0	0	0	0	0	0
Middle U5MR	172	15	48	7	10	28
Low U5MR	24	5	2	0	1	8
Subtotal	196	21	51	7	12	26
Total	1 686	125 f/	729 g/	100	100	43
(of which LDCs)	(255)	(35)	(312)	(43)	(15)	122

a/ Low income = GNP per capita less than $600.
Lower middle income = GNP per capita between $600 and $2,490.
Upper middle income = GNP per capita between $2,490 and $7,050.
Very high U5MR = over 140 under-five deaths per 1,000 live births.
High U5MR = 71-140 under-five deaths per 1,000 live births.
Middle U5MR = 21-70 under-five deaths per 1,000 live births.
Low U5MR = less than 21 under-five deaths per 1,000 live births.
LDCs = least developed countries.

b/ Cents per child was calculated excluding India.

c/ Cents per child was calculated excluding China.

d/ Cents per child was calculated excluding India and China.

e/ Higher cents per child figure was due to expenditure in Angola emergency.

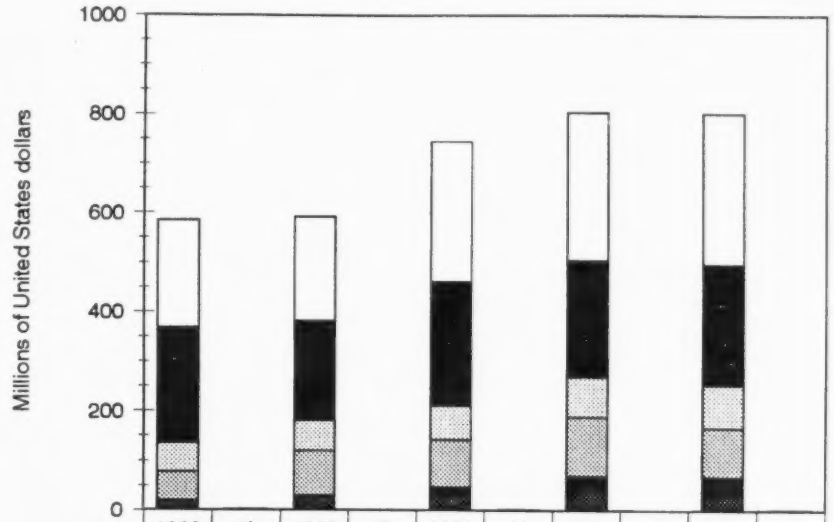
f/ Pacific and Caribbean Islands were counted as one each.

g/ Excludes interregional and regional programmes.

Figure VII

UNICEF programme expenditure

by geographical region, 1990-1994



	1990	%	1991	%	1992	%	1993	%	1994	%
Africa	216	37	210	35	284	38	299	37	304	38
Asia	233	40	200	34	250	34	236	29	244	30
Americas	58	10	61	10	68	9	80	10	86	11
MENA	57	10	90	15	95	13	119	15	98	12
CEE/CIS	0	0	3	1	16	2	32	4	40	5
Interregional	20	3	27	5	31	4	38	5	29	4
Total	584	100	591	100	744	100	804	100	801	100

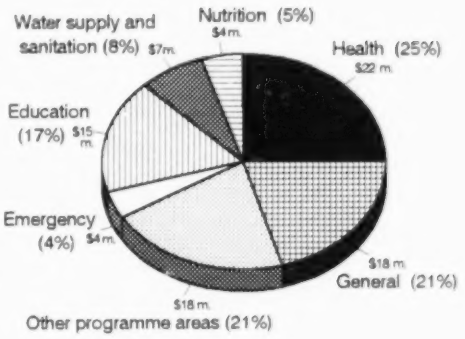
Figure VIII

UNICEF regional expenditure

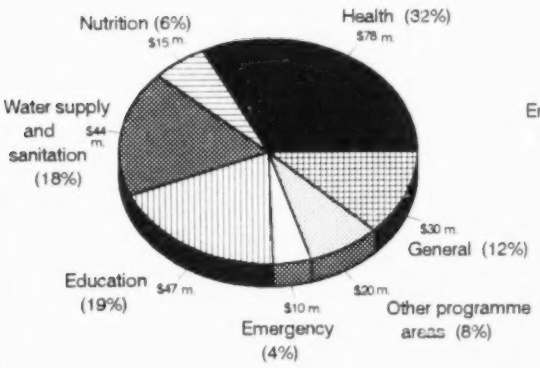
by programme fields, 1994

(Emergency expenditures shown separately)

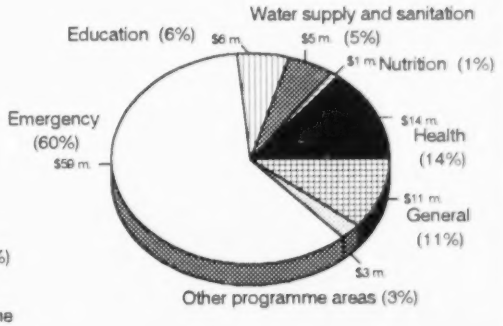
A. Africa: $304million



B. Americas and the Caribbean: $87 million



C. Asia: $243 million



D. Middle East and North Africa: $98 million

UNITED NATIONS

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Executive Board
Annual session 1995
22-26 May 1995
Item 5 of the provisional agenda*

FOR ACTION

ANNUAL REPORT TO THE ECONOMIC AND SOCIAL COUNCIL

Report of the Executive Director

SUMMARY

The present report is submitted in response to Executive Board decision 1995/5 on annual reports to the Economic and Social Council, which was adopted at the first regular session of 1995. The Executive Board took that decision pursuant to paragraph 29 of the annex to General Assembly resolution 48/162 of 20 December 1993, paragraph 7 of Economic and Social Council resolution 1994/33 of 28 July 1994 and Economic and Social Council decision 1994/293 of 28 July 1994.

In accordance with Executive Board decision 1995/5, chapter I outlines measures taken in the implementation of the triennial policy review of operational activities and chapter II discusses activities and measures undertaken within the designated theme of the Economic and Social Council's high-level meeting of the operational activities segment. In 1995, this focuses on implementation of the Programme of Action adopted by the International Conference on Population and Development. Chapter III relates to the follow-up to the World Summit for Social Development.

* E/ICEF/1995/13.

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I. MEASURES TAKEN IN THE IMPLEMENTATION OF THE PROVISIONS OF THE TRIENNIAL POLICY REVIEW OF OPERATIONAL ACTIVITIES

A. Introduction

1. The Executive Director believes that General Assembly resolution 47/199 of 22 December 1992 represents a landmark in promoting inter-agency collaboration and the United Nations Children's Fund (UNICEF) has placed a high priority on implementing its provisions, both collectively with its partners and directly within the organization itself.

2. There are a large number of significant elements to the resolution. However, one hallmark of the resolution is the emphasis on establishing common goals and strategies (such as through the country strategy note) around which the United Nations system can mobilize. Another hallmark is the emphasis on strengthening the role of the Government in coordination, emphasizing the need for United Nations assistance to be linked with that of external donors and, of course, national resources. Finally, the resolution also emphasizes moving the United Nations system towards greater flexibility in the mechanisms for providing assistance through its emphasis on the programme approach, national execution and adaptation of rules and procedures.

3. In short, resolution 47/199 has come to represent a conceptual shift whereby inter-agency collaboration moves from a limited focus on administrative control towards an effort to create strong alliances for action within the United Nations system.

4. The present report was prepared prior to the drafting of the Secretary-General's triennial report on these issues. In that report, there will be a detailed enumeration of the specific issues and achievements by UNICEF as well as by all the United Nations system. Therefore, the present report will seek to focus more on the broad UNICEF perspective on those issues.

5. The following sections summarize UNICEF follow-up to the key parts of resolution 47/199 that are most relevant to UNICEF operations. They first discuss the effort to establish common goals and strategies (such as through the country strategy note) and then address programme issues (such as the harmonization of cycles, the resident coordinator system, field committees, evaluation and monitoring, programming procedures and programme terminology), followed by operational issues (such as common premises, simplification and harmonization of procedures, a common manual, management audit systems, decentralization and delegation of authority and training).

B. Common goals and strategies

6. For several years, as Chairman of the Administrative Committee on Coordination (ACC) Committee on Operational Activities, the Deputy Executive Director, Programmes, proposed that there should be a common United Nations strategy document. Three years ago, UNICEF proposed to its partners in ACC that the United Nations system should establish country strategy notes which, in countries so choosing, would serve as a mechanism for drawing together common goals and strategies in the United Nations system. This proposal was ultimately approved unanimously by ACC and subsequently considered by the General Assembly and made an important part of resolution 47/199.

7. UNICEF has pursued very actively the implementation of this provision both through advocacy and support at the headquarters level and through a very active role at the country level. To begin with, formal guidance was given to UNICEF field staff underlining the high priority the Executive Director attaches to supporting this initiative. UNICEF field and headquarters staff also participated in the training seminar on this issue held in Turin, Italy. Above all, support to the development of country strategy notes has been discussed on a regular basis by senior UNICEF staff with all field representatives.

8. As a result, there has been a highly significant involvement in providing support to Governments and to the resident coordinator, often involving major commitments of staff time and analytical resources. For child-related issues, it has been the experience of UNICEF that Governments frequently choose to draw upon their national programmes of action for implementing the commitments of the World Summit for Children. This illustrates a highly useful interaction between a major summit and the key elements that help coordinate and focus United Nations efforts at the country level.

9. Final reporting on progress in the preparation of country strategy notes will be provided by the Secretary-General in his report to the Economic and Social Council and the General Assembly. At the time of this writing, UNICEF is aware of some 64 countries that have chosen to prepare a country strategy note. The first completed country strategy note was transmitted to the United Nations by the UNICEF regional director, who was acting as resident coordinator at the time. In addition to the three country strategy notes that have been completed, UNICEF is also aware of some 13 countries where there is a draft country strategy note and 16 more where the draft is being formulated and is likely to be finalized soon.

10. The recent agreements reached at the International Conference on Population and Development (ICPD) and the World Summit for Social Development and the probable conclusions from the Fourth World Conference on Women are likely to help serve as guideposts for future United Nations efforts at the country level. It will be important that every effort be made to support Governments in their efforts to implement these conclusions and to maximize their value as a coordinating tool.

11. Likewise, there are many other efforts under way to help define common goals and strategies. For example, in Bangladesh, UNICEF was requested to be the lead organization in helping to prepare a common United Nations "vision" document, entitled "A fork in the path", and elaborated in close cooperation with the Government. Such efforts might be high-priority areas for replication in a wider range of countries. Likewise, mechanisms such as round tables and consultative groups offer special opportunities to help define common goals and strategies among United Nations and other partners with the Government.

12. In short, it would be highly advantageous to make more systematic and comprehensive use of the type of country-specific opportunities that are available to define more clearly common goals and strategies as a basis for stronger inter-agency collaboration.

C. Harmonization of programme cycles

13. The Joint Consultative Group on Policy (JCGP) Subgroup on Harmonization, under the chairmanship of UNICEF, constantly reviewed the status of harmonization of programme cycles as reported by the designated geographic focal points (the United Nations Development Programme (UNDP) for Asia, UNICEF for Africa and the United Nations Population Fund (UNFPA) for Latin America and the Caribbean and the Middle East and North Africa) and helped to coordinate the

agencies where cycles appear different. Working groups, comprising the geographic sections/bureaux of each agency, have convened to analyse the responses to the letter on harmonization of programme cycles addressed by the executive heads of the three member organizations with programme cycles (UNDP, UNFPA and UNICEF) and to discuss efforts aimed at coordinating and expediting the agreement of the preferred timing for harmonization. As a result, three different lists of countries have emerged for each region: (a) list A, showing countries that already have achieved harmonization of programme cycles; (b) list B, of countries likely to achieve harmonization with some adjustment; and (c) list C, essentially of emergency-type countries that are unlikely to achieve harmonization in the near future.

14. In reviewing the situation of harmonization of programme cycles, the subgroup has provided guidance and support to the working groups. In the case of harmonization in Africa, a memorandum, co-signed by the UNFPA and UNICEF Deputy Executive Directors for Programmes and the UNDP Assistant Administrator, Africa Bureau, was issued in May 1994 to request UNDP resident representatives, UNFPA country directors and UNICEF representatives in Africa to make a joint statement reflecting an agreement reached by the three organizations on a preferred timing for harmonization in accordance with the existing operational guidelines.

15. As stated in the report of the Secretary-General on progress on the implementation of General Assembly resolution 47/199 (E/1994/64), which was submitted to the Economic and Social Council at its substantive session of 1994, "there is now a plan in place on the harmonization of programming cycles for all countries except where local conditions are not conducive to such an approach. It will be implemented with the start of the new programme cycle" (para. 21). The latest status of the harmonization of programme cycles is given in the table below; 80 per cent of the countries have either already harmonized their programme cycles or will do so upon the expiration of the current country programmes.

Status of harmonization of programme cycles by region

Region	List A (Harmonization achieved)	List B (Harmonization likely)	List C (Harmonization not likely)
Africa	10	22	12
Americas and the Caribbean	4	17	2
Asia	11	8	4
Middle East and North Africa (or Arab Bureau)	2	8	2
Total	27 (26%)	55 (54%)	20 (20%)

D. The resident coordinator system: widening the pool

16. The selection process for resident coordinators/resident representatives was agreed upon by JCGP at its high-level meeting in Dhaka, Bangladesh, in February 1994. JCGP executive heads are committed to widening the pool of qualified development professionals eligible for appointment as resident coordinators/resident representatives, together with increased transparency in the selection process. The JCGP executive heads agreed that the members of JCGP will assist UNDP to define country-specific requirements for the resident coordinator/resident representative vacancies. Candidates will be drawn primarily from the human resources of the JCGP organizations themselves. However, candidates also may be recommended and drawn from sources such as the United Nations system, member Governments, non-governmental organizations (NGOs) and the private sector.

17. JCGP executive heads further agreed to make their recommendations based on country-specific requirements and the existing criteria reflecting system-wide discussions, and with special reference to areas emphasized in resolution 47/199.

18. The Consultative Committee on Programme and Operational Questions also completed its review and updating of the resident coordinator guidelines to bring them in line with the current state of operational activities and the spirit of resolution 47/199. UNICEF, as one of the organizations with a strong and effective field presence, played an instrumental role in updating the guidelines.

E. Field committees

19. UNICEF has strongly advocated that through the resident coordinator system, field committees be established to help guide the coordination of operational activities in the respective countries. These could prove very useful in helping to promote the common goals and strategies, as well as in helping to examine how programmes and projects relate to these objectives. The committees, when functioning well, have theme groups led by organizations' staff who are technically and operationally best suited to do so.

F. Evaluation and monitoring

20. The conceptual paper, "Harmonization of monitoring and evaluation", was completed in June 1994 by the Working Group on Evaluation and Monitoring and reviewed in early September by the Subgroup on Harmonization. Incorporating the comments and observations made by the subgroup, a concept paper on "Harmonization of monitoring and evaluation" has now been produced.

21. It was found that a substantial degree of harmony already exists between the evaluation systems of JCGP members. The review revealed few, if any, substantive differences of consequence. The underlying principles, while not totally identical, are by and large indistinguishable in substance. The differences are mainly differences of terminology, detail, emphasis or institutional framework. As a start, the work has now commenced with the harmonization of product formats to ensure a common understanding of concepts and to facilitate the sharing of information.

22. The next phase of the exercise will include:

(a) Project evaluation policies, procedures and products;

(b) Programme evaluation policies, concepts, terminology and products;

(c) Monitoring products for both projects and country programmes.

23. The harmonization process has also facilitated the identification of specific and tangible measures that will help to actuate cooperation between the agencies. Such measures will include:

(a) The establishment of a system that will give each agency computerized access to the evaluation databases of the other agencies;

(b) The establishment of a joint consultant roster;

(c) The holding of joint training in evaluation techniques;

(d) The holding of joint evaluation missions.

G. Programming procedures

24. The issue of harmonizing and simplifying programming processes is being examined by a newly established working group, working under the JCGP Subgroup on Harmonization chaired by UNICEF. In principle, the group reviews the possibility of undertaking common situation analysis exercises in countries that have harmonized their programming cycles and have agreed on the preparation of a country strategy note. The ultimate aim of the subgroup will be to recommend the process and content of the proposed common situation analysis. As a first step, the working group will review and compare the current programming process carried out by JCGP agencies and ensure that senior staff with responsibilities for programming in their organizations are involved in the work of the working group.

H. Programme terminology

25. A report on "Harmonization of key terminologies in the United Nations development activities", prepared by the JCGP Subgroup on Harmonization in compliance with recent resolutions/decisions adopted by the United Nations General Assembly, was distributed in January 1994, for information, to all United Nations resident coordinators, country directors and representatives of UNDP, UNFPA, UNICEF, the International Fund for Agricultural Development and the World Food Programme.

26. The importance of reaching a common understanding of key programme-related terms was solicited by resolution 47/199, and had previously been highlighted by the JCGP Subgroup on Harmonization in 1992 in response to General Assembly resolution 44/211 of 22 December 1989.

I. Common premises

27. To date, 30 UNICEF offices share common premises with other United Nations organizations. To accelerate this trend further, UNDP and UNICEF, within the context of JCGP, have determined the financial and organizational implications of expanding the number of common premises. Some 45 country-based offices have been identified for possible move into common premises over the next biennium, with others to follow as and when it becomes feasible for contractual, financial and organizational reasons.

28. A subgroup of JCGP has undertaken considerable work in the area of analysing the viability of establishing common premises and in the actual setting up of a number of such premises throughout the developing countries. A Joint Inspection Unit report on the United Nations system common premises and services in the field has made a detailed analysis of the current status (see JIU/REP/94/8).

J. Simplification and harmonization of procedures

29. Internally, UNICEF continues to simplify and, where appropriate, eliminate rules and procedures that do not advance the effectiveness of programming. Furthermore, within the context of JCGP, UNICEF has examined the prospects of preparing a system-wide manual as proposed in resolution 47/199. It has been determined collectively that for important reasons, including divergence of mandate, modus operandi etc., a comprehensive compendium of common rules and procedures within the United Nations system would not be cost-effective or productive at this stage. However, the JCGP organizations could already work together to create the building blocks of a common document that would reduce the burden imposed on Governments and fulfil the purpose of a "common manual".

K. Common manual

30. The JCGP general meeting has indicated repeatedly that although the compilation of a comprehensive compendium of common rules and procedures within the United Nations system would not be cost-effective or productive at this stage, there were, however, specific areas where JCGP organizations could already work together to create the building blocks of a common document that would reduce the burden imposed upon Governments and fulfil the purpose of a manual.

31. The overall coordination of the process of developing a body of common procedures is being carried out by the Department for Policy Coordination and Sustainable Development of the United Nations Secretariat in line with its responsibility to report on the progress on the implementation of resolution 47/199.

L. Management audit systems

32. JCGP internal audit services are now meeting periodically with the objective of promoting harmonization of management audit systems among the members of JCGP. The first meeting took place in Rome, following the twenty-fifth meeting of the representatives of internal audit services of United Nations organizations and multilateral financial institutions in May 1994.

33. Consensus was reached that the objective of the internal audit services is to assist each organization in the effective discharge of its responsibilities. Management auditing furnishes its respective agencies with analyses, appraisals and recommendations concerning the activities reviewed, specifically with respect to the adequacy and effectiveness of the organization's system of internal control and the quality of performance.

34. The working group on management audit systems has covered the following areas of work during the period:

(a) Re-emphasis of audit standards;

(b) Exchange of information of computer-assisted audit techniques;

(c) Use of contractors to perform internal audits. The experiences of UNDP and UNFPA were discussed, and it was found that the use of commercial contractors could be a means of enhancing audit coverage and frequency;

(d) Aid accountability. The harmonization of procedures among agencies was seen as an important factor for enhancing government capacities, thus enabling them to discharge their functions and responsibilities effectively;

(e) Plan for undertaking joint audits of programmes and projects. While the value of such undertakings was recognized, it was felt that the matter required further discussion and thought;

(f) Harmonization of auditor training.

35. Together with the representatives of other United Nations organizations and multilateral financial institutions, the working group discussed the advantages and disadvantages of developing a common audit manual. A broad consensus was reached that it was neither practical nor feasible given the diversity of entity profiles and portfolios. However, it was agreed to exchange audit manuals so that the inherent diversity due to the operating environment could be used positively to promote harmonization of audit among them.

M. Decentralization and delegation of programming and authority

36. The UNICEF record in decentralization and delegation of authority remains the strongest in the United Nations system. All country programmes are negotiated, researched and prepared at the country level, with the effective authority for the entire programming cycle firmly in the hands of the country office and the recipient Government. Once a country programme recommendation has been approved by the Executive Board, the front-line authority for the implementation of the approved programme is firmly in the hands of the country office and the recipient Government.

37. Along with this delegated authority comes a strong degree of accountability for results and proper management. Country offices are accountable for meeting the goals and programme targets that have been established with the recipient Governments. They are equally responsible for the corresponding need to ensure that effective advocacy and mobilization are undertaken to guarantee popular participation in programmes and national commitment.

N. Training

38. The Training and Staff Development Section, Division of Personnel, is currently involved in a number of activities with other United Nations agencies and is an active member of the Consultative Committee on Administrative Questions (CCAQ) Subcommittee on Training and the JCGP Subgroup on Personnel and Training.

39. Within the context of the JCGP Subgroup on Personnel and Training, two activities deserve mention: completion of a package on orientation to the United Nations for all new staff; and completion of an HIV/AIDS "Train the trainer" package for United Nations staff, also available in Spanish and French. This was a UNICEF-led initiative and is a good example of inter-agency collaboration at the implementation level. The subgroup also has been supportive of the Turin-based workshops on management of field coordination, with individual agencies providing substantive, technical and financial support to the programme.

40. The CCAQ Subcommittee on Training has had ongoing discussions on management development and management training. UNICEF is an active party to these discussions, which will result in more systematic sharing of the best management training practices of the various agencies. The Subcommittee has also undertaken a training module on sexual harassment for staff, with the participation of JCGP members.

41. UNICEF and the United Nations are completing a joint module on critical incident stress management for use by staff in the system. UNICEF has taken the lead on this, building on the work done in the Eastern and Southern Africa regions. The UNICEF safe motherhood training package will be one of the main sources of materials for the work of the Steering Committee of the Joint Programme for Strengthening National Capacity to Reduce Maternal Deaths and Disabilities.

42. UNICEF is also an active participant in the joint training of field teams in support of the implementation of resolution 47/199, being carried out at the International Labour Organization Training Centre in Turin.

II. FOLLOW-UP TO THE INTERNATIONAL CONFERENCE ON POPULATION AND DEVELOPMENT

43. At its 1995 substantive session, beginning at the end of June, the Economic and Social Council will be discussing the follow-up to ICPD as the principal theme for the high-level meeting of the operational activities segment. In its resolution 1994/33 of 28 July 1994, the Council requested that the funds and programmes devote a section of their annual report to the Council to their activities related to this theme. Therefore, while the current report should be seen in the context of previous reporting to the Executive Board on the UNICEF role in population-related issues, the present chapter is limited to involvement in ICPD follow-up activities.

44. Clearly, ICPD has the potential for becoming a landmark in the development field. In particular, if actively followed up, ICPD may come to have "ratified" a major shift in development thinking on population issues that has been under way for several years. Broadly speaking, this shift emphasizes the role of providing for basic health needs, basic education (especially for girls) and women's empowerment as major elements in the population field. This emphasis is very close to the approach that has been taken by UNICEF, as underlined by the Executive Board, for a number of years.

45. Therefore, ICPD and its follow-up processes can contribute greatly to UNICEF efforts as defined by its core mandate, and UNICEF has a special responsibility to be an active and supportive participant in the follow-up process. Indeed, in some areas, such as ICPD support to the World Summit for Children goals, the ICPD process provides links to some of the highest priorities of UNICEF.

46. That process began in mid-December 1994 when, on behalf of the Secretary-General and at the request of the Administrator of UNDP, the Executive Director of UNFPA convened the first meeting of the Inter-Agency Task Force on the implementation of the ICPD Programme of Action. UNICEF actively participated in the meeting and strongly supported the approach taken, i.e., to focus on specific practical actions where the United Nations system could play a supportive and constructive role, particularly at the country level. It was decided to set up working groups in the following areas:

(a) Support to data systems at the national level, especially in the areas of infant, child and maternal mortality. This working group will be chaired by UNICEF and will be meeting shortly;

(b) Basic education (with special attention to girls' and women's education);

(c) Advocacy efforts in relation to social development issues;

(d) Support to practical actions by Governments for improving the empowerment and status of women.

47. Most of these groups will have work under way by the time the Council meets, and the Secretary-General will be providing an update on their progress. While it is still early in the inter-agency process, UNICEF believes these efforts have begun on a very positive basis.

48. The follow-up to ICPD is also being coordinated through ACC, which reviewed the follow-up process at the executive-head level in late February. Special emphasis is being placed on country-level coordination through the resident coordinator system and through use of key coordination tools, such as the country strategy note. Particular attention is also being paid to linkages with the NGO community at the country level.

49. The Executive Director has already given guidance to UNICEF field offices and senior staff to play an active and constructive role in the follow-up process. This guidance commends to the attention of UNICEF staff issues such as child survival and health, women's health and safe motherhood, education, empowerment of women and the girl child, children and youth, urban issues and male responsibility.

50. Progress in UNICEF efforts at the headquarters and field levels to support ICPD follow-up will be reviewed regularly both within UNICEF by senior management and collectively by senior management with UNICEF partners.

III. FOLLOW-UP TO THE WORLD SUMMIT FOR SOCIAL DEVELOPMENT

51. A separate report on UNICEF participation in the follow-up to the World Summit for Social Development (E/ICEF/1995/19) will be considered by the Executive Board at its annual session.